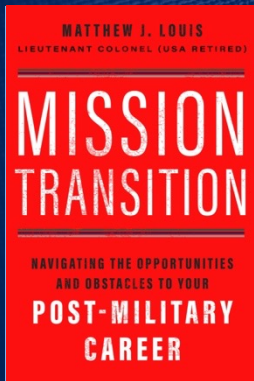


GEORGETOWN UNIVERSITY

# MISSION TRANSITION @ GEORGETOWN VETERANS

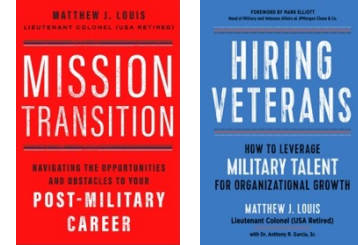
Matthew J. Louis  
Louis Advisors LLC  
January 2024



# Introduction



# Matt Louis – Career on One Page



## Education

- Indiana University, Kelley School of Business M.B.A., Operations and Finance
- United States Military Academy, West Point B.S., Mechanical Engineering (Automotive Systems)

## Personal

- Married; wife is a physician; three sons
- Baseball and basketball coach
- LTC (Ret); West Point Recruiter; US Rep Service Academy Nominating Committee member
- Author of **Mission Transition** & **Hiring Veterans**

## Previous Experience

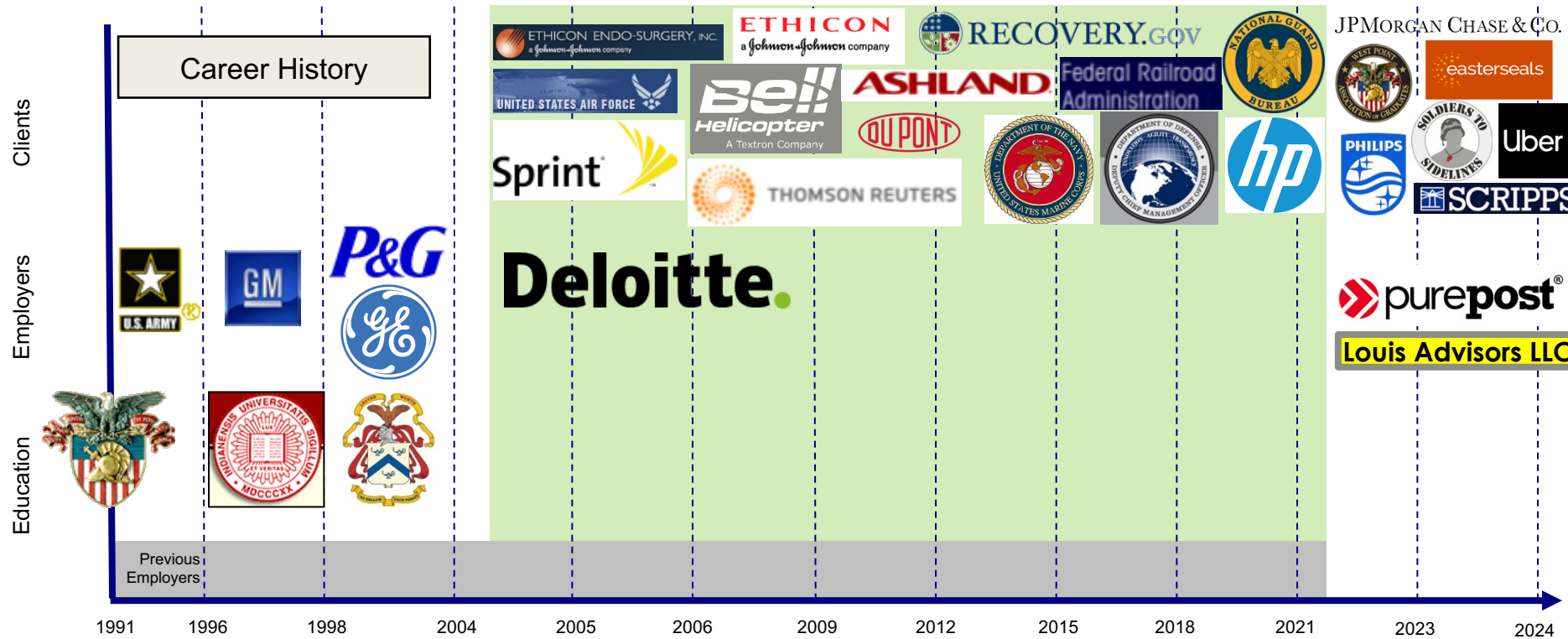
- GE Healthcare
  - Supply Chain Leader
  - Operations Leader
- GE Aviation
  - Black Belt
- Procter & Gamble
  - Senior Purchasing Manager
  - Purchasing Manager
- US Army
  - Operations Manager
  - Team Leader

## Deloitte Experience

- Global Tax & Legal
  - Office of Chief of Global Strategy
- Deloitte LLP - US Member Firm
  - Office of the CEO
  - Office of Chief of Transformation
- Consulting - Federal
  - Restructuring Practice Lead
- Consulting - Commercial
  - COO, M&A Consulting Services
  - Lean Six Sigma Master Black Belt
  - APICS CSCP, PMI PMP

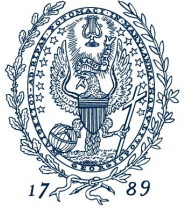
## Louis Advisors LLC

- Personal legal entity
- Veteran-related activity / advocacy
- Speaking
- Advising
  - JPMorgan Chase – Mil & Vet Affairs
  - Board Advisor – Soldiers to Sidelines
- Writing
  - Mission Transition
  - Hiring Veterans



- 25 Years in uniform
- 25+ Years in the corporate world
- A lifetime of service
- Dedicated to meeting the transition and employment needs of my fellow veterans

Not To Scale

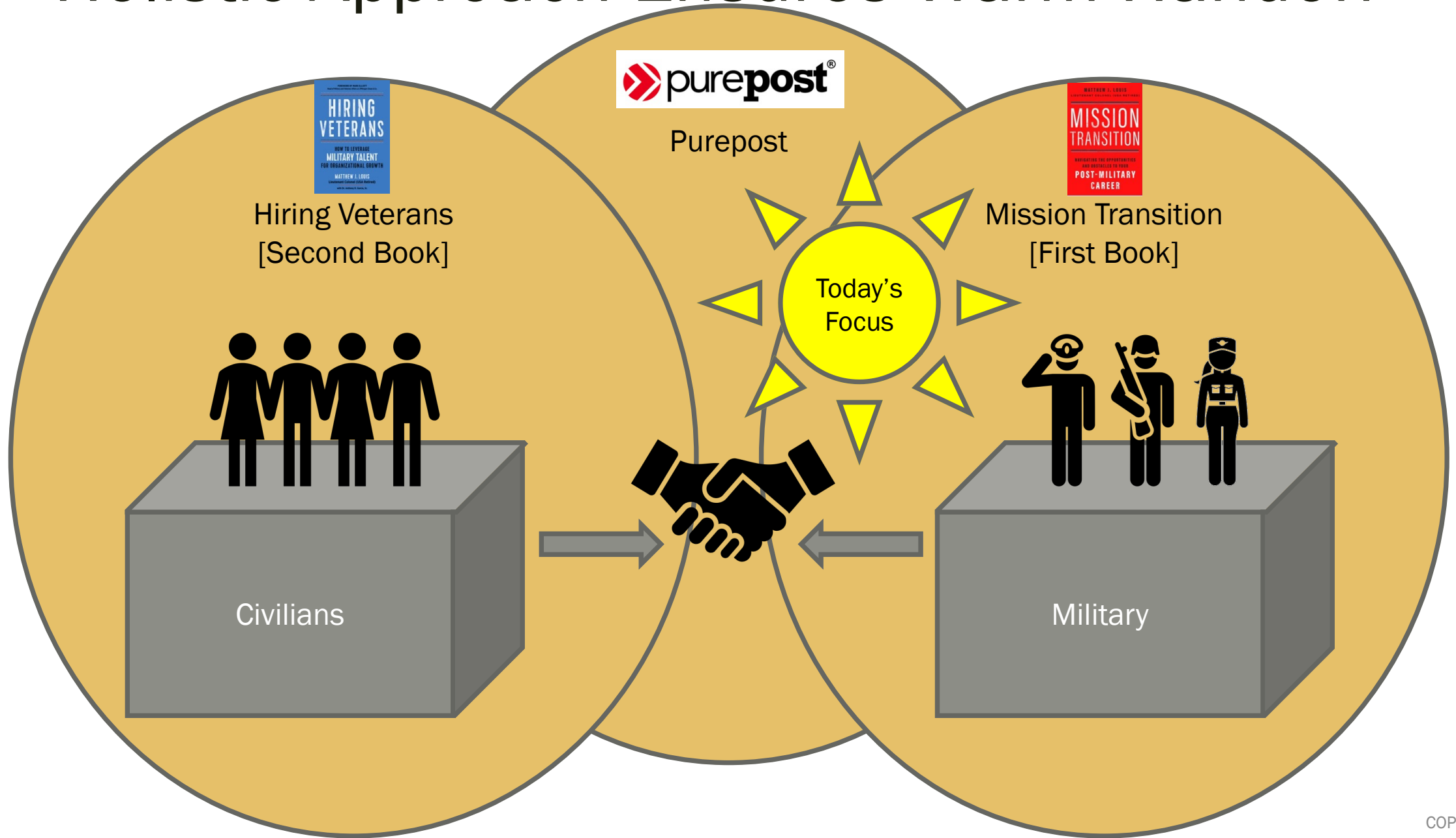


GEORGETOWN UNIVERSITY

**Thank  
you!**



# Holistic Approach Ensures Warm Handoff



# Agenda

The Civil-Military Divide



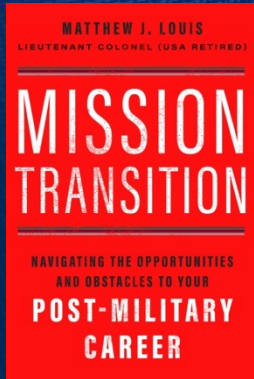
How to Approach



Skills Translation



Resources



# The Civil-Military Divide



# The Civil-Military Divide Definition

A widening gap  
between...

- The nation and
- Those who serve in the all-volunteer military

Characterized by  
issues along  
multiple dimensions

- Geographic
- Demographic
- Cultural
- Social

Driven by many root  
causes

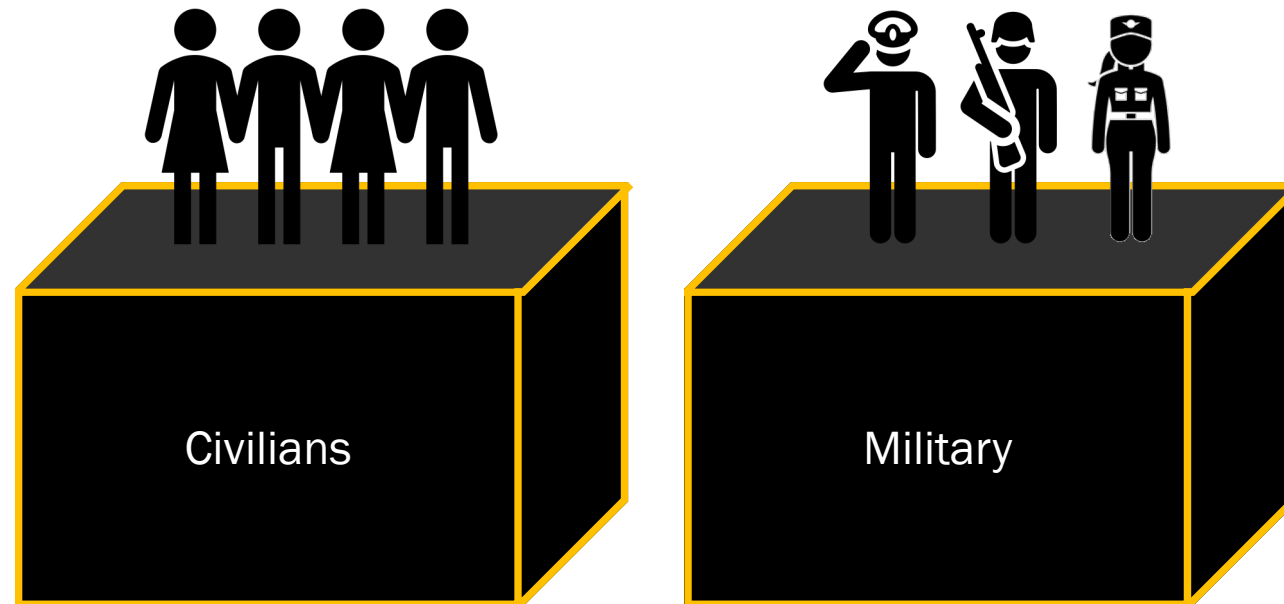
- Incomplete/poor transitions from military service
- Lack of coordinated support systems

Exacerbated by  
opposing attitudes

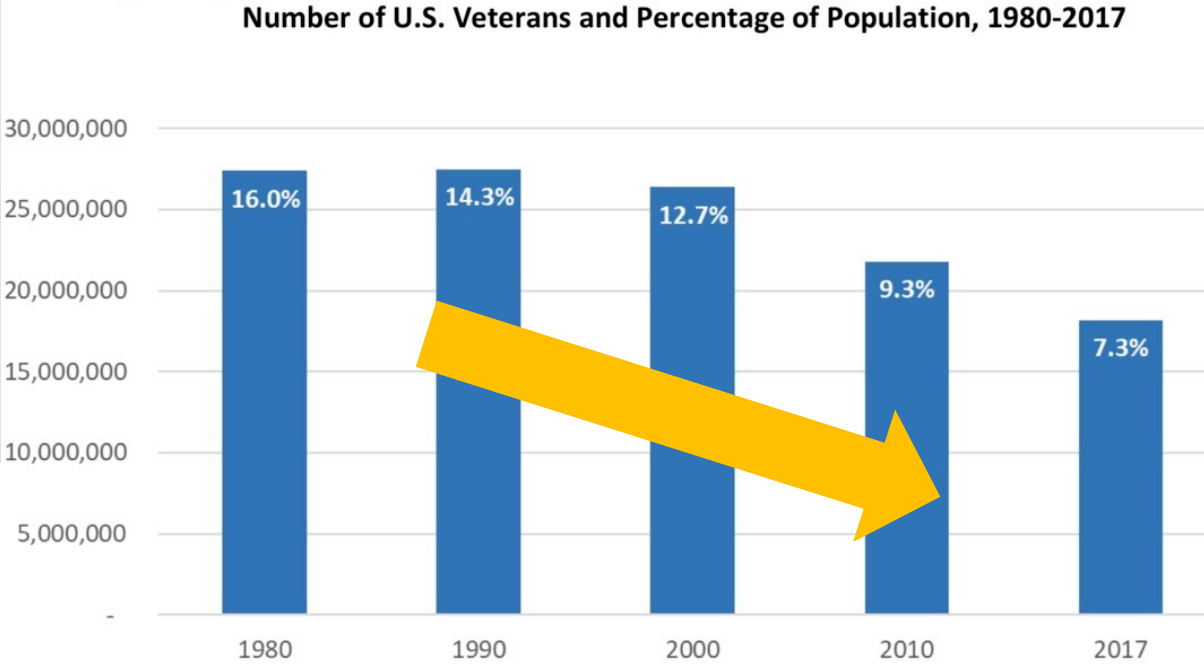
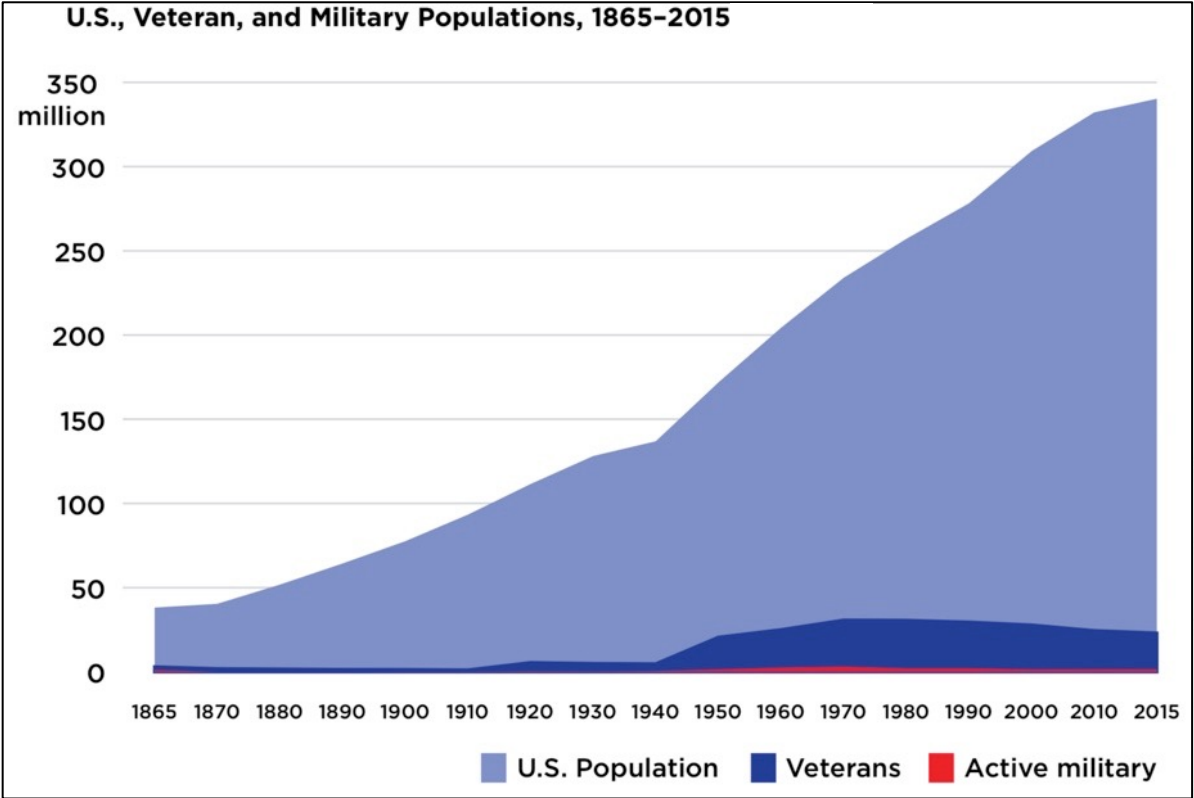
- Pity from the public
- A sense of superiority from the military

This drives a fundamental disconnect between what veterans expect of employers and what employers expect of veterans

# The Civil-Military Divide Illustrated



# Veterans make up less than half the % of the US population they did a generation ago



Sources: (Above) Phillip Carter, Amy Schafer, Katherine Kidder and Moira Fagan, "Lost in Translation: The Civil-Military Divide and Veteran Employment," Center For a New American Security, June 15, 2017, 2.  
(Right) Texas Workforce Investment Council, "Veterans in Texas: A Demographic Study," September 2019, 4.

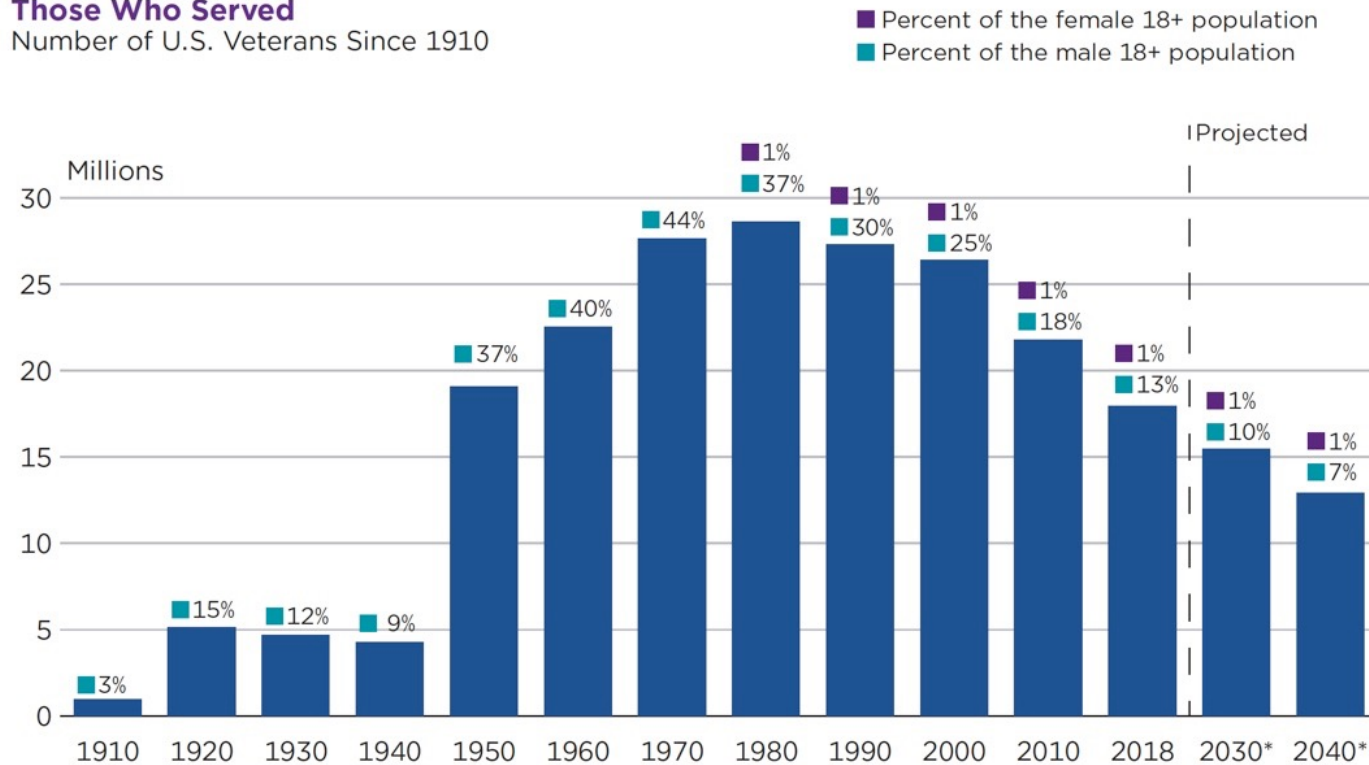


# Veteran Definition & Demographics

- VA: “a person who served in the active military, naval, or air service, and who was discharged or released therefrom under conditions other than dishonorable.”

## Those Who Served

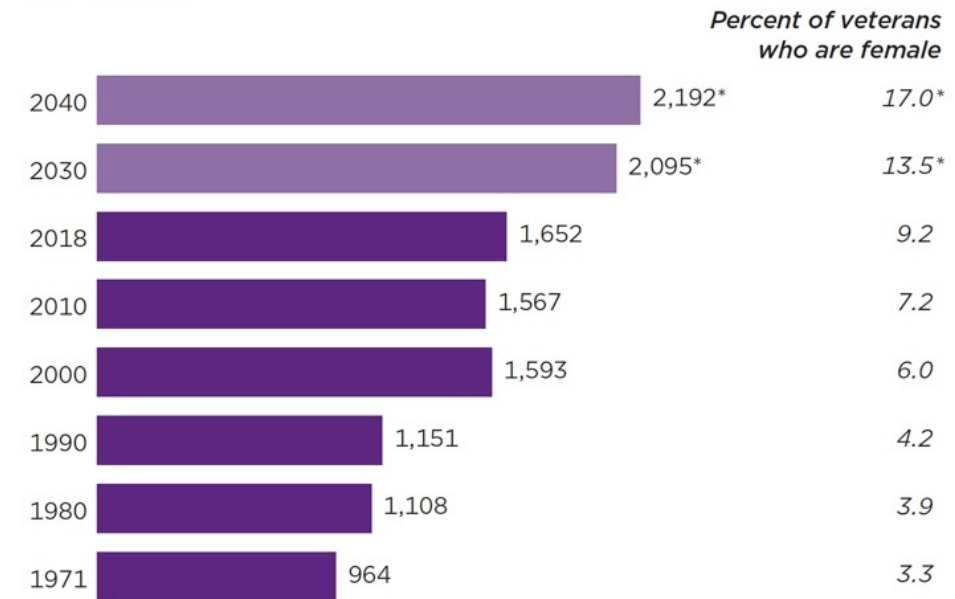
Number of U.S. Veterans Since 1910



Note: The 1980 Census was the first to ask veteran status of both men and women. Prior to 1980, the decennial census asked it only of men.  
 Source: U.S. Department of Defense, Defense Manpower Data Center; U.S. Census Bureau, Statistical Abstracts of the United States and American Community Survey; U.S. Department of Veterans Affairs, Veteran Population Projection Model 2016 (VetPop 2016), projected values for 2030 and 2040.

## Rise of Female Veterans

Historical and Projected Trends of Female Veterans (In thousands)

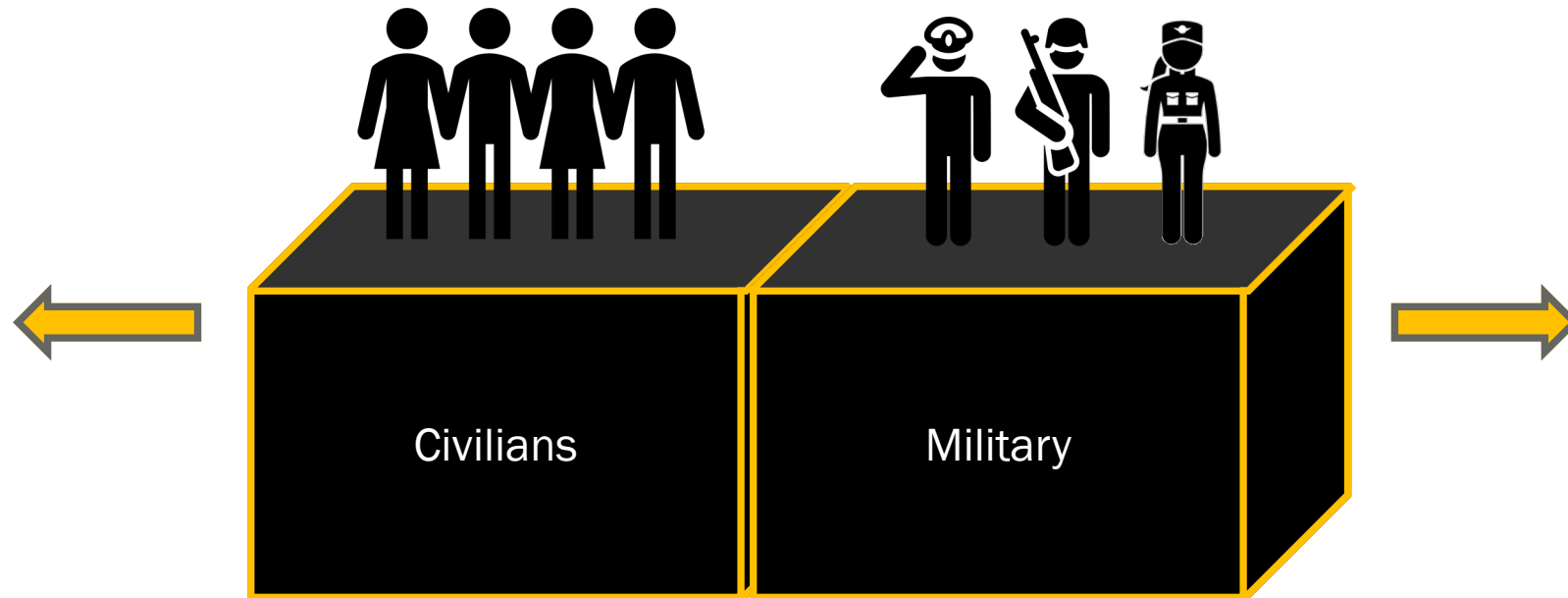


\* Projected numbers.

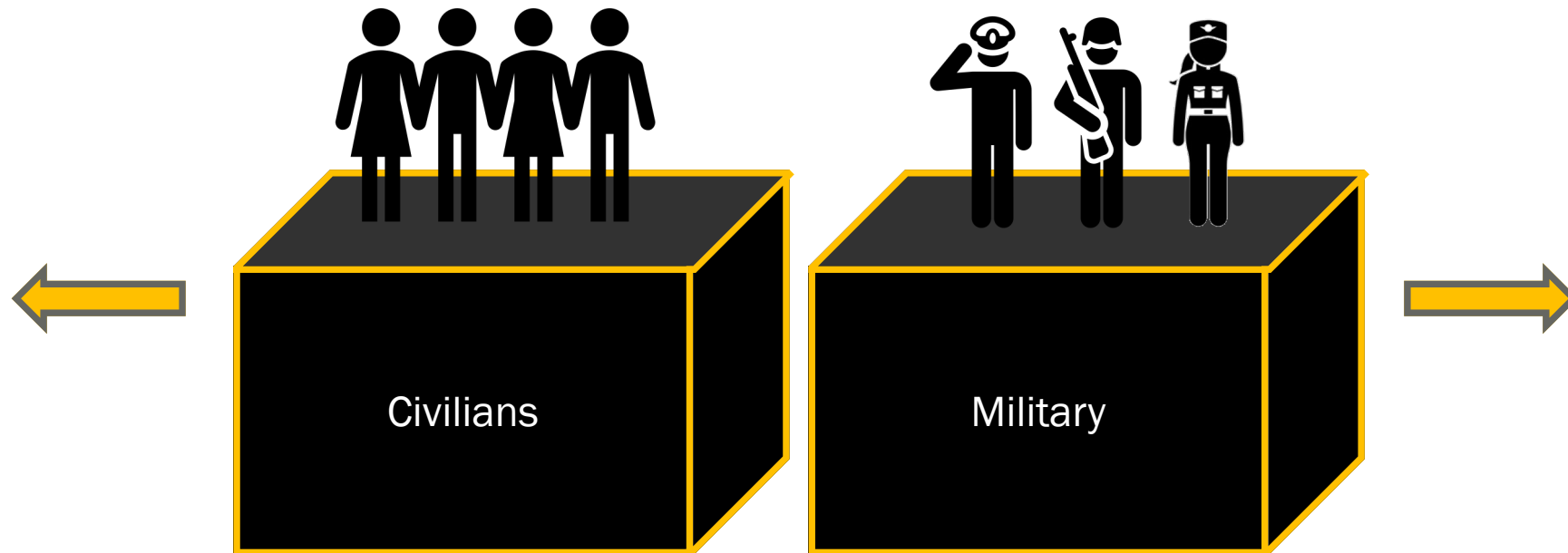
Note: Data from 1971 and projected values for 2030-2040 are from the U.S. Department of Veterans Affairs, Veteran Population Projection Model 2016 (VetPop 2016).

Source: U.S. Census Bureau, decennial census 1980-2000 and 2010 and 2018 1-Year American Community Survey.

# The Civil-Military Divide



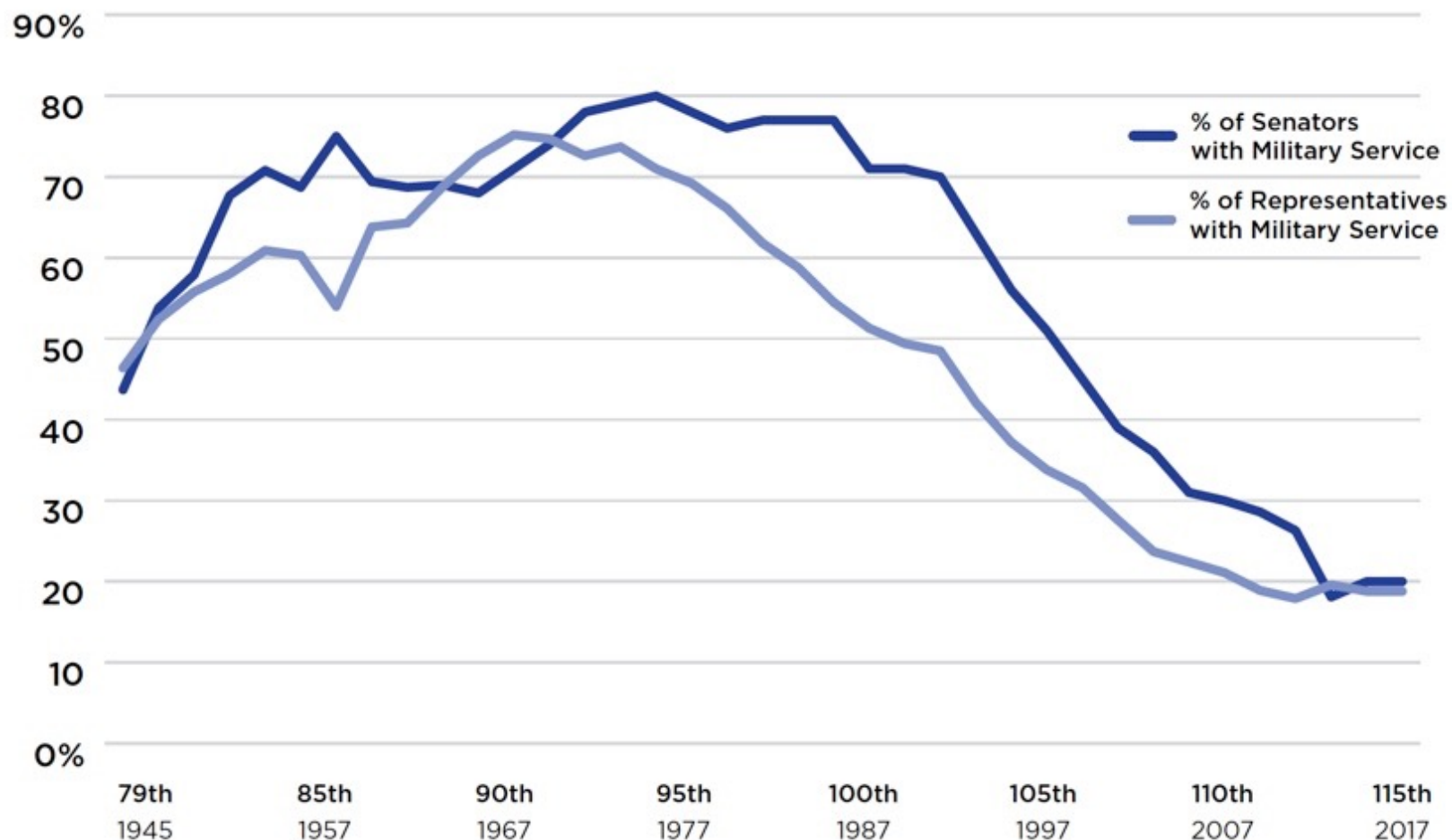
# The Civil-Military Divide





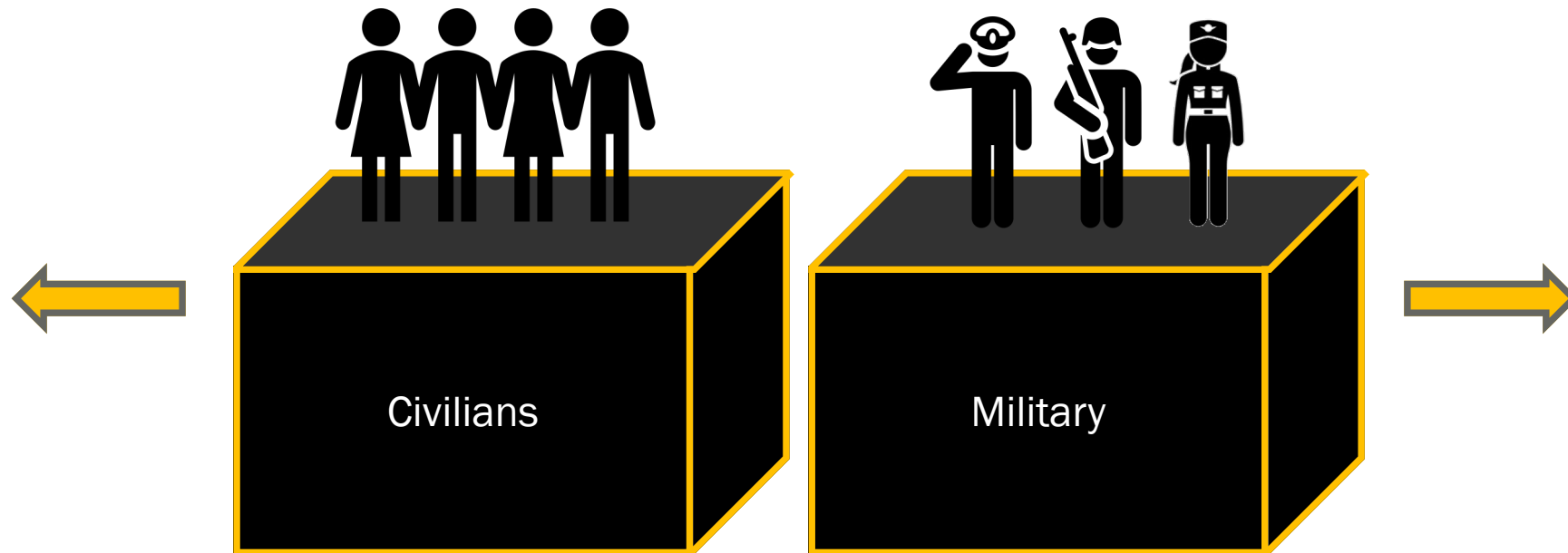
# Elected veteran leadership is at an historic low

Percentage of Veterans in the House and Senate, 79th Congress-115th Congress (1945-2017)<sup>83</sup>

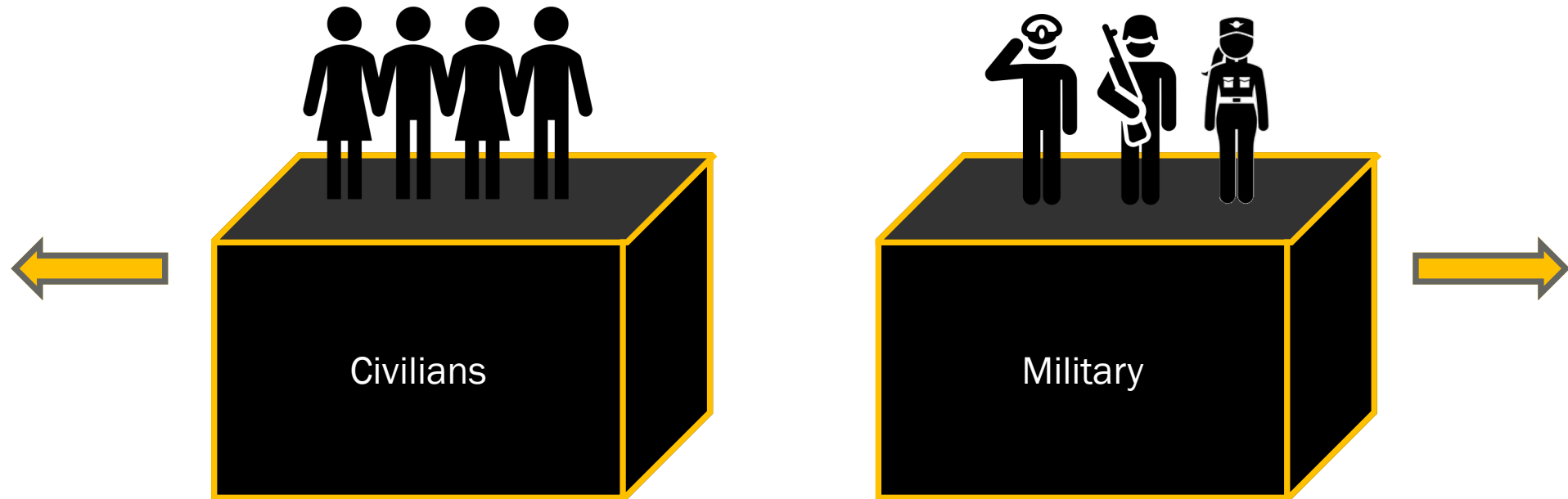


- 99.5% of the American public has not served on active duty at any given time in the period since 9/11.

# The Civil-Military Divide



# The Civil-Military Divide





# Large numbers of veterans are entering a workforce whose leaders no longer include them

## Service Members and Veterans by Age



Traditional retirement age

Half of veterans are beyond retirement age

- 2009 study: 90% drop between 1980 and 2006 in the number of large publicly-held corporations whose CEOs had a military background
- WSJ reports this percentage to now be 2.6%!
- Even if you include all S&P 500 board members, that percentage is still less than 5%

Percentages of U.S. Veterans and Nonveterans by Age Categories, 2017

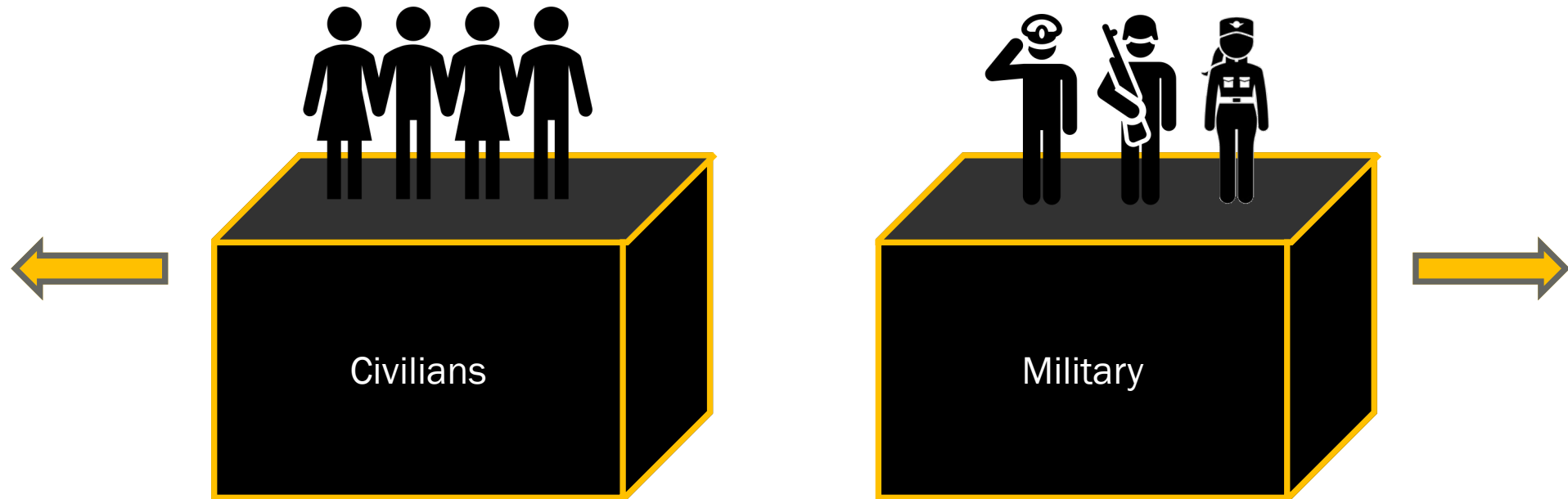
Age Categories	Veterans	Nonveterans
18 to 34 years	8.9%	31.5%
35 to 54 years	23.5%	33.9%
55 to 64 years	17.7%	16.7%
65 to 74 years	26.7%	10.7%
75 years and over	23.3%	7.2%
<b>Total</b>	<b>18,204,605</b>	<b>232,843,045</b>

Sources: (Above) Phillip Carter, Amy Schafer, Katherine Kidder and Moira Fagan, "Lost in Translation: The Civil-Military Divide and Veteran Employment," Center For a New American Security, June 15, 2017, 5. (Right) Texas Workforce Investment Council, "Veterans in Texas: A Demographic Study," June 2019, 6. Benmelech, Efraim & Frydman, Carola, "Military CEOs," Journal of Financial Economics, vol. 117, no. 1 (2015): 43-59, accessed on July 2, 2017, <http://www.nber.org/papers/w19782.pdf>. Vanessa Fuhrmans, "Generals Bring Battlefield Expertise to the Business World: Employers are tapping military leaders to develop leadership talent, provide corporate governance and oversee cybersecurity strategy," Wall Street Journal, August 29, 2017, accessed August 31, 2017, [https://www.wsj.com/articles/generals-bring-battlefield-expertise-to-the-business-world-1504008002?shareToken=st0173955a9a9e4f4d9d7c2056ac1f3e19&reflink=article\\_email\\_share&ms=prod/accounts-wsj](https://www.wsj.com/articles/generals-bring-battlefield-expertise-to-the-business-world-1504008002?shareToken=st0173955a9a9e4f4d9d7c2056ac1f3e19&reflink=article_email_share&ms=prod/accounts-wsj).

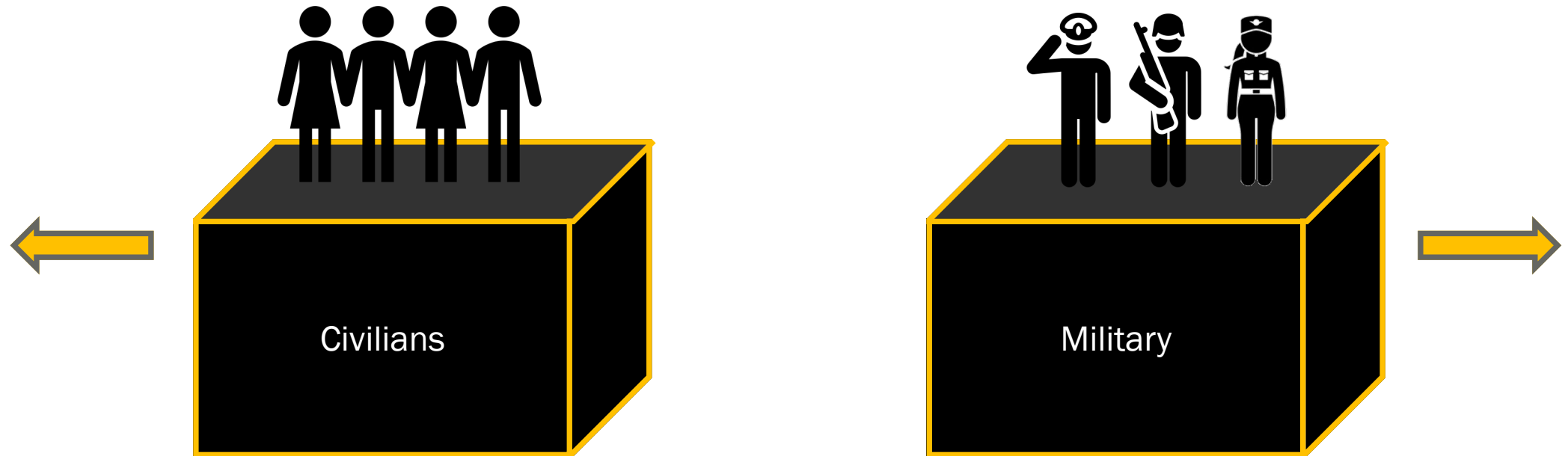
Table note: 2017 ACS summary table data.

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# The Civil-Military Divide



# The Civil-Military Divide



# The American public does not live near or interact with the military population

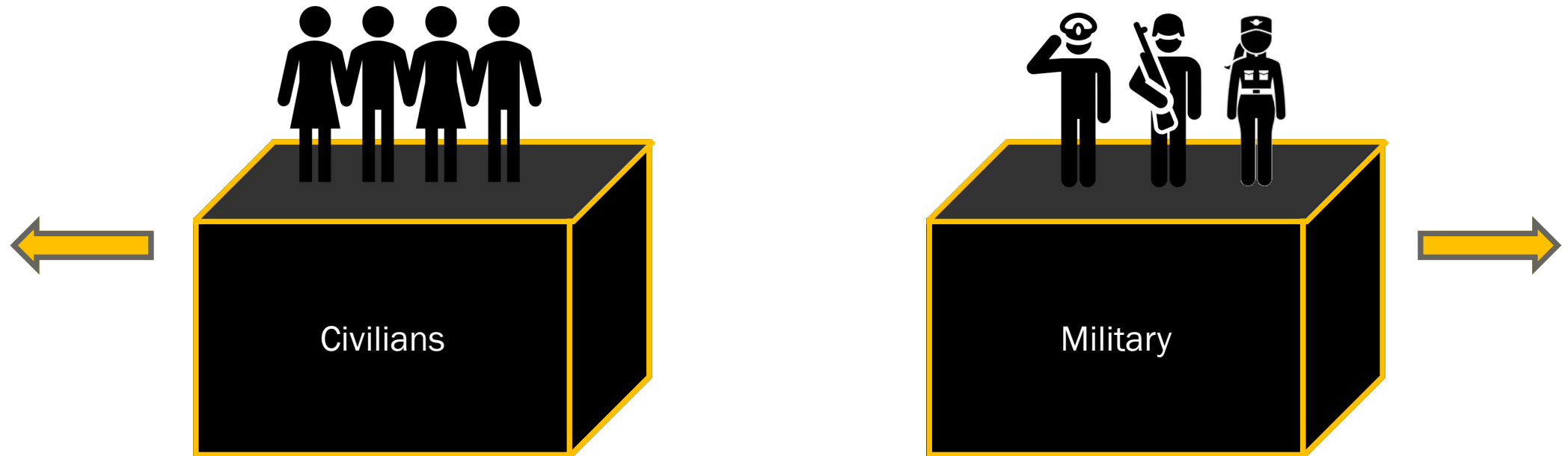
- *84% of post-9/11 veterans say the public does not understand the problems those in the military face*
- *76% of pre-9/11 veterans and 71% of the public agree*

Densest Areas of US Population (Per Capita) versus the 50 Densest County Veteran Populations (Per Capita)



Sources: Phillip Carter, Amy Schafer, Katherine Kidder and Moira Fagan, "Lost in Translation: The Civil-Military Divide and Veteran Employment," Center For a New American Security, June 15, 2017, 5. Bruce Drake, "On Memorial Day, public pride in veterans, but at a distance," Pew Research Center, May 24, 2013, accessed January 2, 2017, <http://www.pewresearch.org/fact-tank/2013/05/24/on-memorial-day-public-pride-in-veterans-but-at-a-distance-2/>.

# The Civil-Military Divide





# The Civil-Military Divide



# A new veteran population is growing, but without a safety net...

~200,000 veterans  
matriculate into the  
civilian work sector  
annually

~70% of them will  
transition short of  
retirement and  
without a pension

~51% of them agree  
that they are well-  
prepared to  
successfully  
navigate the  
transition to civilian  
life

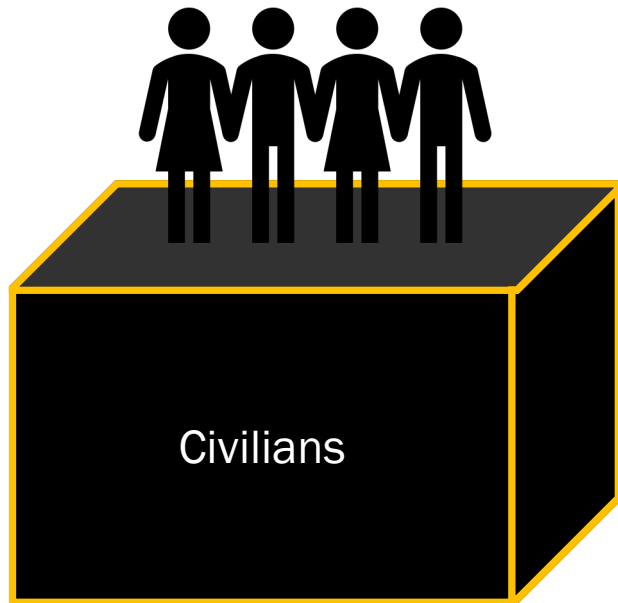
# ...and most organizations are not structured to capitalize on the opportunity

- 90% of small businesses, who make up > 99% of the businesses in the country and responsible for 42% of new jobs, do NOT intentionally hire veterans
- According to a Korn Ferry survey of 700 businesses:
  - *80% of organizations do NOT have veteran-specific hiring programs*
  - *71% of organizations do NOT provide talent acquisition professionals training on hiring veterans*
  - *52% of organizations do NOT provide onboarding or transition support to veteran hires*

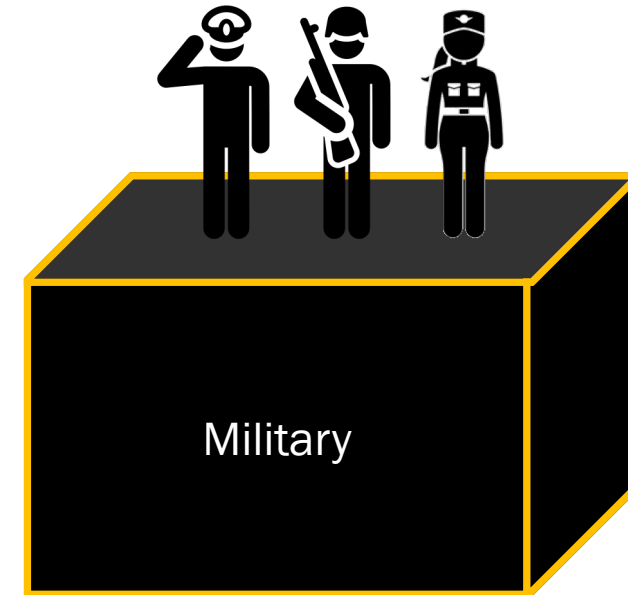
# So What?

- More veterans are entering a nation...
  - *Whose elected leaders don't represent them*
  - *Whose corporate leaders don't include them*
  - *Whose population doesn't look like them or live near them*
  - *Whose employers don't understand them*
  - *...and for which they are unprepared*
- Employers, while incentivized to hire veterans...
  - *Typically don't have effective programs to identify, hire, train, and retain vets*
  - *Face the challenge of justifying doing so for an ever-shrinking minority of their work force...and in the face of constantly shrinking budgets*

# The Civil-Military Divide – Net Impact



- 53% of separating post-9/11 veterans will, on average, be unemployed for 22 weeks
- ~63% of vets' first jobs are NOT in their chosen career field, and the average time spent in those roles is only 1.56 years
- ~50% are still not in a job in their preferred career field by their SIXTH post-military job
- The suicide rate among post-9/11 veterans more than doubled between 2006-2016
- All services (-Marines) missed their FY23 Recruiting Goals
- Army: 25% (15,000) recruiting shortfall in FY22 -> cut its planned active-duty end strength from 476,000 to 466,000 (>2%)
- Only 9 percent of young Americans said they would consider military service





What can you  
do to overcome  
this gap?



# Business Value of Veterans



- Entrepreneurial
- Assume high levels of trust
- Adept at skill transfer across contexts/tasks
- Have advanced technical training
- Comfortable/adept in discontinuous environments
- High levels of resilience
- Advanced team-building skills
- Strong organizational commitment
- Have had cross-cultural experiences
- Experience/skill in diverse work settings

Promoted  
faster

Perform  
better

Easier to  
manage

...than their non-veteran peers

# Question

Are veterans more or less educated than their civilian peers?

MORE

LESS

# Question

Are veterans more or less educated than their civilian peers?

Statistic	Veterans	Non-Veterans
% with High School Degree	96.4%	90.6%

# Question

By what percentage are veterans more likely than non-veterans to have a graduate or other advanced degree?

<50%

50 – 100%

>100%

# Question

By what percentage are veterans more likely than non-veterans to have a graduate or other advanced degree?

**160%**

**...and..**

**veterans with bachelor's degrees have 3X more work experience than non-veterans**

# Veterans Bring Significant Education and Experience

Rank	Education	Military Role	Military Training	Transferable Skill Sets	Military Personnel Supervised	Equivalent Civilian Role	Civilian Personnel Supervised
O-7 – O-10	Advanced Degree	<ul style="list-style-type: none"> <li>Enterprise leader</li> <li>Coalition Leader (Joint Services, Interagency, International)</li> </ul>	<ul style="list-style-type: none"> <li>Advancer Senior Leader Education</li> <li>Joint Chiefs of Staff Education</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Planning</li> <li>National Policy implementation</li> <li>Enterprise Policy development</li> <li>Advising Elected Officials</li> </ul>	10,000+	CXO (CEO, COO, CFO, CIO, etc.)	1000+
O4 – O-6 / W4 – W5	Advanced Degree	<ul style="list-style-type: none"> <li>Large Unit Leader</li> <li>Staff Commander</li> </ul>	<ul style="list-style-type: none"> <li>War College</li> <li>Command &amp; General Staff College</li> </ul>	<ul style="list-style-type: none"> <li>Advanced leadership</li> <li>Organizational Controls</li> <li>Policy Development</li> <li>Long-term planning</li> </ul>	3000+ (O-6) 1000+ (O-5)	President, Vice President	600+
O-1 – O-3 / W-1 – W-3	Undergraduate Degree	<ul style="list-style-type: none"> <li>Small unit leader</li> </ul>	<ul style="list-style-type: none"> <li>Officer Basic &amp; Advanced Training</li> <li>Technical Schools</li> </ul>	<ul style="list-style-type: none"> <li>Tactical planning</li> <li>Team building</li> <li>Basic leadership</li> <li>Mentoring</li> <li>Operational experience</li> <li>Organizational administration</li> </ul>	150 (O-3) 40 (O-1/2)	Director, Operations Manager, Business Analyst, Engineer	~250 30 16 8
E7 – E9	Undergraduate Degree	<ul style="list-style-type: none"> <li>Large-Size Unit Leader</li> <li>Senior Staff Leader / Member</li> </ul>	<ul style="list-style-type: none"> <li>Advanced professional and advisor courses</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Management</li> <li>Advanced advisory</li> <li>Organizational administration</li> </ul>	200+ (E-9) 40-200 (E-7/8)	Supervisor	8-40
E5 – E6	Undergraduate Degree or High School / GED	<ul style="list-style-type: none"> <li>Small unit leader</li> </ul>	<ul style="list-style-type: none"> <li>Basic leadership &amp; technical schools</li> </ul>	<ul style="list-style-type: none"> <li>Basic leadership</li> <li>Team building</li> <li>Coaching</li> </ul>	10-60	Team Leader	3-12
E1 – E4	High School / GED	<ul style="list-style-type: none"> <li>Member of team</li> </ul>	<ul style="list-style-type: none"> <li>Basic training &amp; technical schools</li> </ul>	<ul style="list-style-type: none"> <li>Teamwork</li> <li>Performance under pressure</li> <li>Accountability</li> <li>Honesty, loyalty</li> </ul>	0	Analyst Programmer Generalist Specialist	2 1 1 0

# Question

What percentage of veterans served in a combat specialty?

0 - 25%

25 - 50%

50 - 75%



# Question

What percentage of veterans served in a combat specialty?

**< 15%**

# Veterans Bring Significant Transferable Skills

Occupational Specialties	Army	Air Force	Coast Guard	Marines	Navy	Personnel per Occupational Specialty	
Administrative	6,140	14,046	1,507	12,018	18,635	52,346	4.8%
Combat Specialty	109,625	677	649	39,850	8,388	158,689	14.5%
Construction	15,313	5,195	-	6,252	3,987	30,747	2.9%
Electronics	31,051	29,310	4,341	16,822	48,236	129,760	11.7%
Engineering	43,567	49,162	1,256	26,917	39,611	160,513	14.5%
Healthcare	29,986	15,441	707	-	25,345	71,479	6.4%
Human Resources	16,558	7,720	1	2,214	3,941	30,434	2.8%
Machine Operator	4,107	6,063	1,688	2,539	8,542	22,939	2.1%
Media and PR	6,646	7,095	136	2,439	3,859	20,175	1.9%
Protective Service	21,802	32,573	2,720	6,096	12,011	75,202	6.8%
Support Service	9,901	4,981	1,145	2,263	8,129	26,419	2.5%
Transportation / Logistics	48,096	27,840	9,879	23,213	37,709	146,737	13.4%
Vehicle / Machine Mechanic	45,344	41,555	5,532	21,511	47,353	161,295	14.6%
Unspecified Code	2,984	5,038	1,439	1,161	2,555	13,177	1.1%
<b>Total</b>	<b>391,120</b>	<b>246,696</b>	<b>31,000</b>	<b>162,795</b>	<b>268,301</b>	<b>1,099,912</b>	<b>100.0%</b>

Bonus fact:  
The largest group of individuals in the country with security clearances is in the military

# Question

What portion of an employee population has a greater percentage of PTSD?

**Veterans**

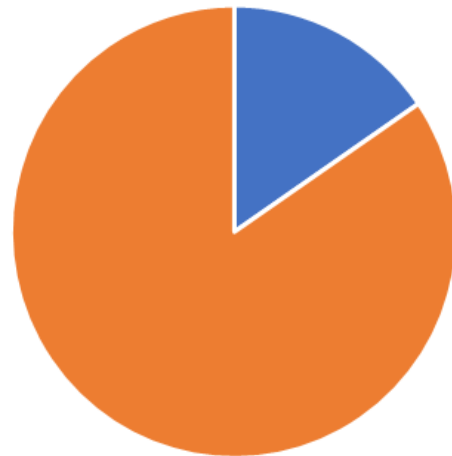
**Non-  
Veterans**

# Veteran Myths

- **MYTH:** Veterans are disproportionately affected by Post-Traumatic Stress
- **FACT:** There are more than five times the number of civilians in your organization that have PTSD

## Notional 1000—person organization

PTSD Population in Notional 1000 Employee Organization



■ Veterans with PTSD in Workforce   ■ Civilians with PTSD in Workforce

Veterans	Non-veterans
<ul style="list-style-type: none"> <li>• 6% of veterans in labor pool</li> <li>• <math>1000 \times (6\%) = 60</math> veteran employees</li> </ul>	<ul style="list-style-type: none"> <li>• <math>1000 - 60</math> veteran employees = 940 non-veteran employees</li> </ul>
<ul style="list-style-type: none"> <li>• 11-20% of post-9/11 veterans have PTSD</li> <li>• <math>20\% \times (60) = 12</math> veteran employees with PTSD</li> </ul>	<ul style="list-style-type: none"> <li>• 7-8% of the adult US population will have PTSD</li> <li>• <math>7\% \times (940) \sim 66</math> civilian employees with PTSD</li> </ul>

Question

Is the military  
diverse?

Yes

No



# Veteran Myths

- **MYTH:** The military is not very diverse
- **FACT:** The diversity of our military is a strength and continues to change. Women are now 17% of our active duty military (up from 11% in 1990), and racial and ethnic minority groups make up >31% of the active duty military.

Race and Ethnic Representation in the Active Component and US Population

Rank and Grade	White	Black	Asian	American Indian/ Alaskan Native	Native Hawaiian/ Pacific Islander	Multi/ Unknown	Hispanic *
General/Flag Officer (O-7 and above)	87.5%	8.1%	1.8%	none	0.3%	2.4%	2.1%
Officer (all)	77.3%	8.1%	5.2%	10.1%	0.5%	8.2%	7.6%
Warrant Officer	69.0%	16.0%	3.1%	0.8%	0.6%	10.4%	11.6%
Senior Enlisted (E-7 and above)	63.1%	19.1%	3.8%	1.3%	1.2%	11.5%	14.3%
Enlisted (all)	67.4%	18.5%	4.3%	1.3%	1.3%	7.3%	17.5%
<b>Total Active Duty</b>	<b>69.1%</b>	<b>16.8%</b>	<b>4.4%</b>	<b>1.2%</b>	<b>1.1%</b>	<b>7.5%</b>	<b>15.8%</b>
<b>U.S. Resident Population (age 18-64)</b>	<b>76.2%</b>	<b>13.7%</b>	<b>6.3%</b>	<b>1.2%</b>	<b>0.3%</b>	<b>2.2%</b>	<b>17.9%</b>

**Sources:** Officer and Enlisted figures are as reported by the Defense Manpower Data Center, May 2018. Annual Estimates of the Resident Population by Sex, Age, Race and Hispanic Origin for the United States, States, and Counties: April 1, 2010, to July 1, 2017, U.S. Census Bureau, Population Division, Release Date: July 1, 2017.

**Notes:** Race and Hispanic origin are self-identified. \*The concept of race is separate from the concept of Hispanic origin. Hispanic may be more than one race (e.g., Hispanic and White or Hispanic and Black). Percentages for race should not be combined with percent Hispanic.

# Question

Do most veterans  
require disability  
accommodations?

Yes

No

# Veteran Myths



- **MYTH:** Most veterans require disability accommodations, most of which are costly.
- **FACT:** Most veterans do not require disability accommodations, 58% of which cost nothing.
  - *58% said the accommodations needed by their employee cost absolutely nothing.*
  - *37% experienced a one-time cost.*
  - *3% said the accommodation resulted in an ongoing, annual cost to the company, and*
  - *1% said the accommodation required a combination of one-time and annual costs.*
  - *When needed, median one-time cost of accommodation was \$500.*

# Question

Veterans are neither  
plentiful nor  
available.

True

False

# Veteran Myths



- MYTH: Veterans are neither plentiful nor available
- FACT: Veterans ARE plentiful and available
  - *200,000 veterans matriculate into the civilian work sector annually*
  - *Veterans are available year-round and on-demand*
  - *Academic recruits are only available after graduation*

The U.S. Department of Defense is the nation's largest employer, with more than 3.5 million individuals – more than the employees of Amazon + McDonalds + FedEx + Target + General Electric combined.

# Question

Employers have no control over Guard or Reserve employees being activated and deployed.

**True**

**False**



# Veteran Myths



- MYTH: There is nothing employers can do to prevent the loss of Reserve Component (RC) members if called to active duty
- FACT: This is FALSE. All employers have rights to limit the impact of such recalls.
  - *Employers may request that some of their workers be named “key employees” who cannot mobilize.*
  - *By law, the Department of Defense must limit the cumulative absences of RC members.*
  - *To educate and protect themselves, all employers should join the Employer Support of the Guard and Reserve (ESGR) organization.*
  - *ESGR is a DoD program that promotes cooperation between RC members and their civilian employers and helps resolve conflicts arising from an employee's military commitment.*
    - ESGR offers several helpful employer programs.
    - ESGR administers an awards program for supportive employers.
    - ESGR also provides free mediation services to RC members and their employers.
  - *There is no obligation to continue full or differential/partial pay during an RC member’s absence, although many leading companies have such policies.*

# Question

Do veteran hiring programs have quantifiable outcomes?

Yes

No

# Veteran Myths



- MYTH: Veteran Hiring Programs have no quantifiable outcomes
- FACT: Veteran Hiring Programs have direct and quantifiable outcomes
- The nation's military community comprises 37 Million individuals who wield \$1.2 Trillion in annual buying power
- Organizations with the most inclusive and best talent management approaches have several advantages
  - *22% increase in productivity at organizations that create inclusive environments*
  - *13 x higher mean cash flow from operations*
  - *~4 x more able to deal with personnel performance problems*
  - *~3 x more likely to identify and build leaders*

**Veterans fully employed in optimal career fields will double their career earnings, rates of retention and job satisfaction.**

# Question

Hiring veterans has  
no direct impact on  
national security.

**True**

**False**

# Veteran Myths



- MYTH: Hiring veterans has no direct impact to National Security
- FACT: Hiring veterans has a direct and quantifiable impact to National Security
  - *If military service is not seen as providing a gateway to successful civilian careers, future recruits may be dissuaded from serving. **It is thus a matter of national security.***
  - *The Department of Defense (DoD) must pay Unemployment Insurance for Ex-Servicemembers (UCX) to states whose veterans are not employed. These funds, whose amounts have varied from **\$200-900+ Million** in recent years, subtract from DoD's operating budget and thereby sacrifice funds that could otherwise be spent on our common defense.*

# Demand & Supply of Workplace Skills

## Most Important Skills Cited by Civilian Employers for Workplace Success

- Professionalism / Work Ethic
- Teamwork / Collaboration
- Oral and written communication
- Critical thinking / problem solving
- Ethics / social responsibility

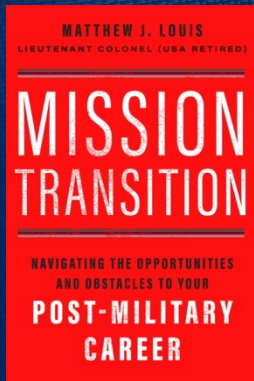
## Skills Strengthened or Enhanced by Military Service

- Work Ethic / Discipline
- Leadership & management skills
- Mental toughness
- Adaptation to different challenges
- Professionalism

### Sources:

- The Conference Board, Inc., the Partnership for 21st Century Skills, Corporate Voices for Working Families, and the Society for Human Resource Management, "Are They Really Ready to Work: Employer's Perspectives on the Basic Knowledge and Applied Skills of the New Entrants to the 21st Century U.S. Workforce." 2006, accessed January 2, 2017, [http://www.p21.org/storage/documents/FINAL\\_REPORT\\_PDF09-29-06.pdf](http://www.p21.org/storage/documents/FINAL_REPORT_PDF09-29-06.pdf).
- C. Zoli, R. Maury, & D. Fay, "Missing Perspectives: Servicemembers' Transition from Service to Civilian Life — Data-Driven Research to Enact the Promise of the Post-9/11 GI Bill," November 2015, *Institute for Veterans & Military Families, Syracuse University*, accessed October 30, 2017, <https://ivmf.syracuse.edu/article/missing-perspectives-servicemembers-transition-from-service-to-civilian-life/>.



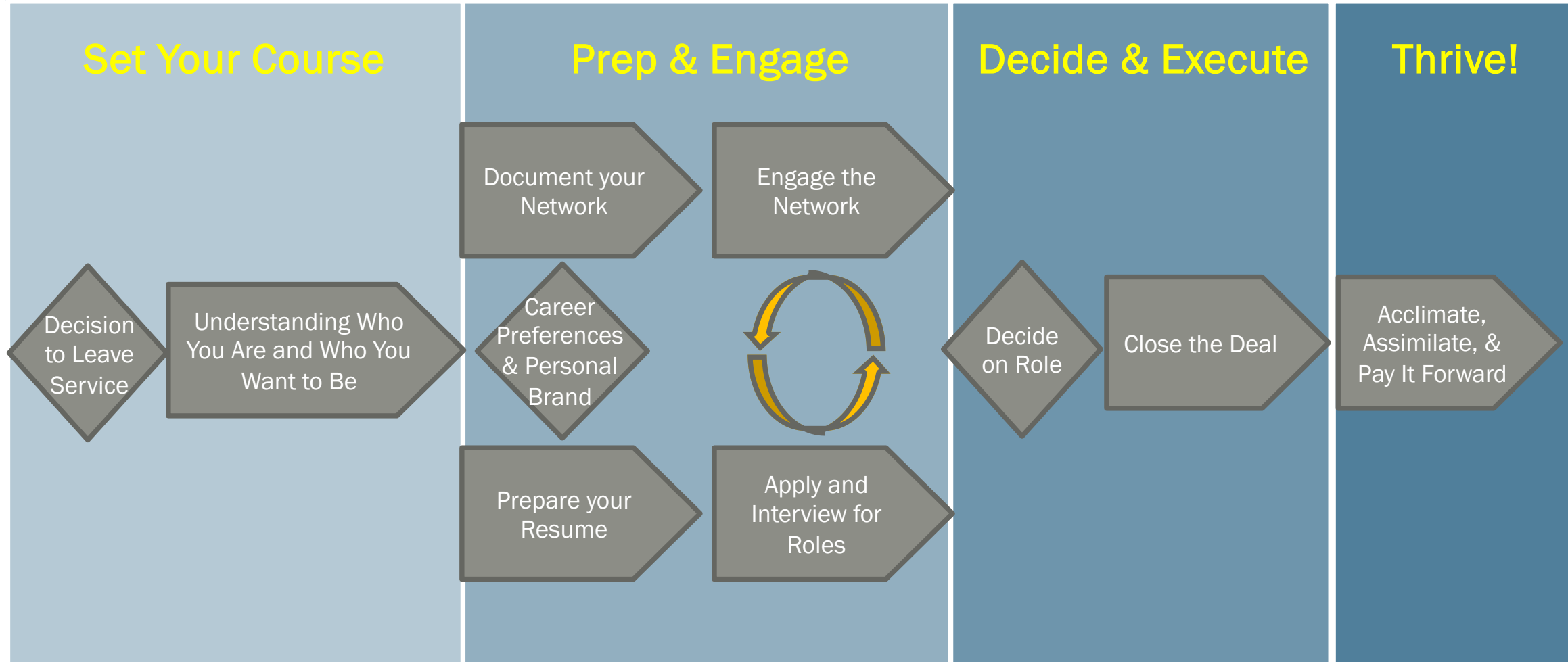


# How to Approach



# Mission Transition

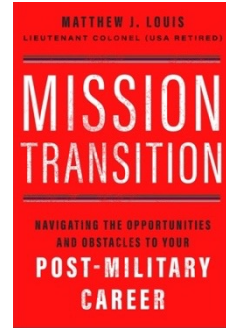
## The Veteran Transition Process

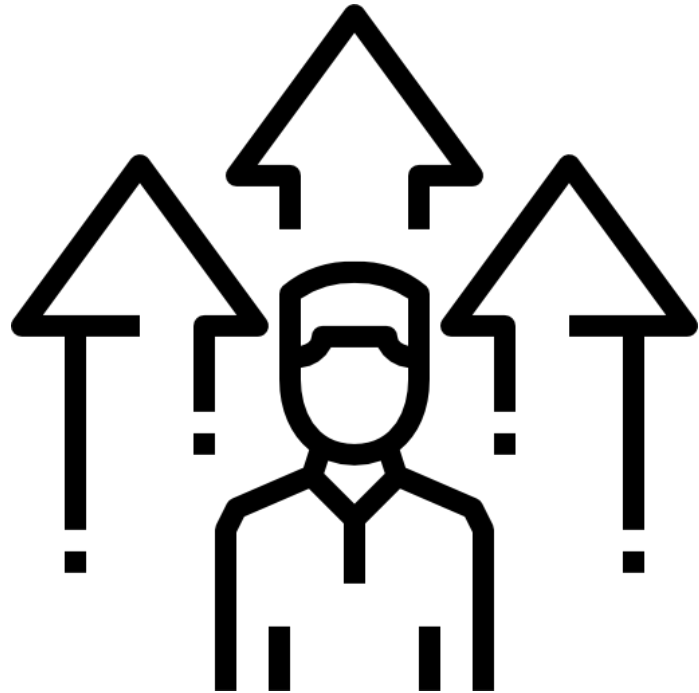




# The Question

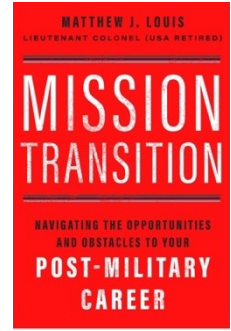
How can transitioning veterans realize their full potential by avoiding false starts and suboptimal career choices following active duty?





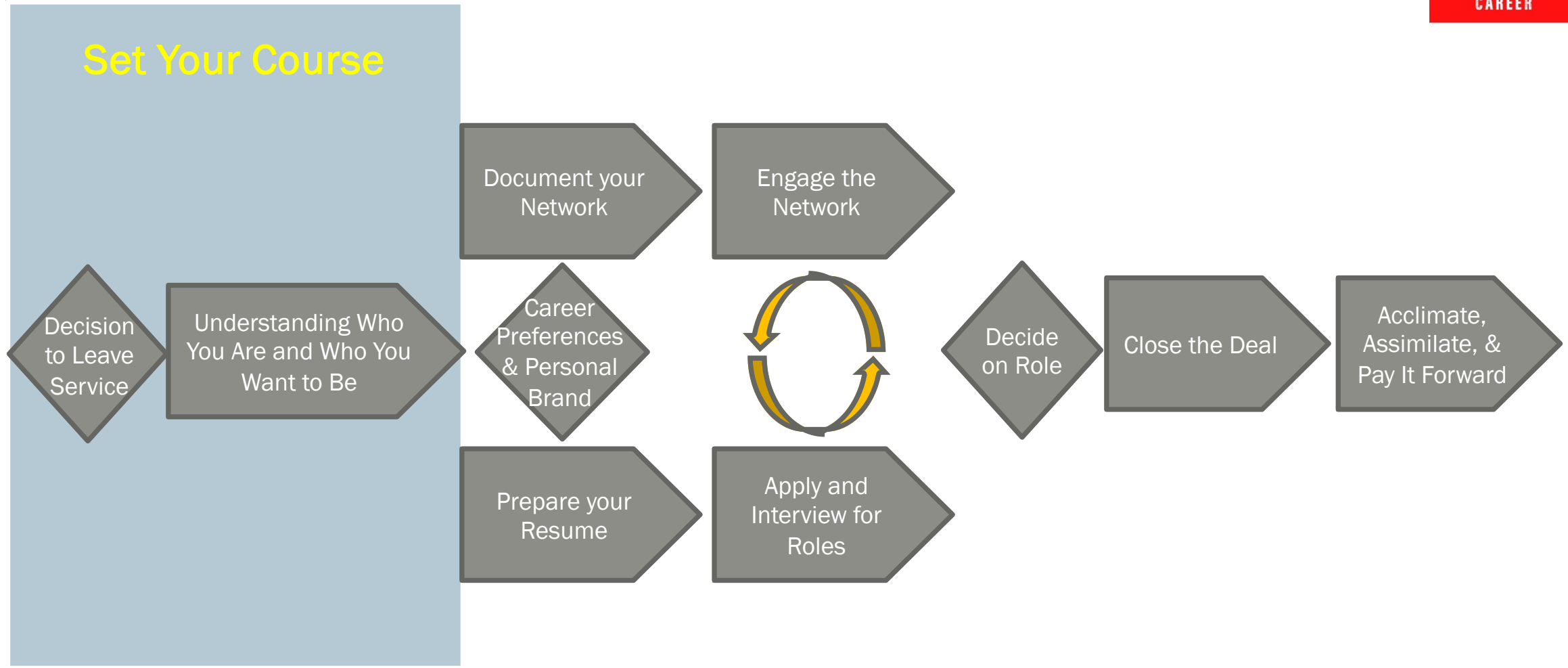
# THE GOAL

Full employment in optimal career fields  
for all transitioning service members



# Mission Transition

## The Veteran Transition Process



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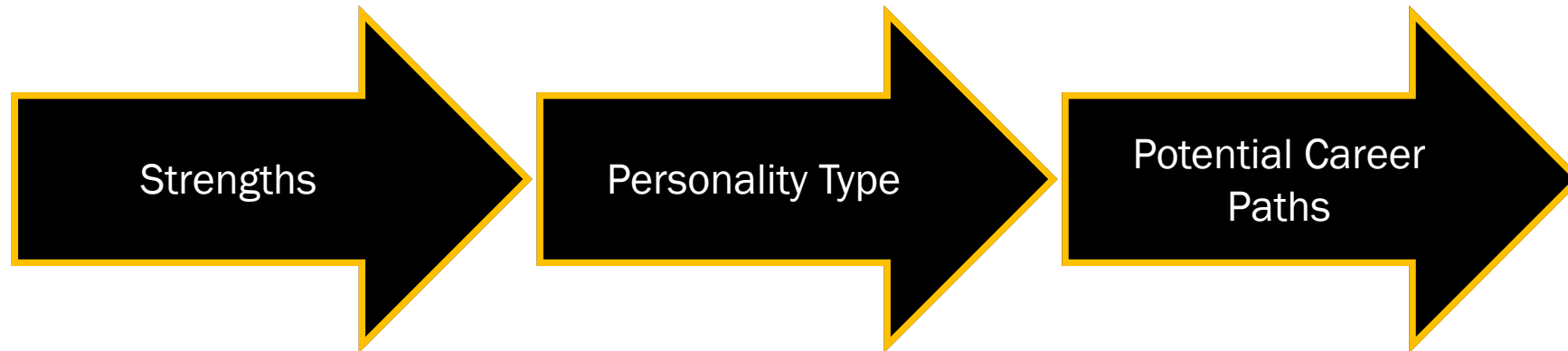
## Chapter 1: Understand Who You Are

Understand  
the WHO  
portion of the  
self-discovery  
sequence

Identify your  
strengths

Identify your  
personality  
type & related  
career

# Self-Discovery Sequence



# Strengths Exercise

## Self-Discovery Sequence

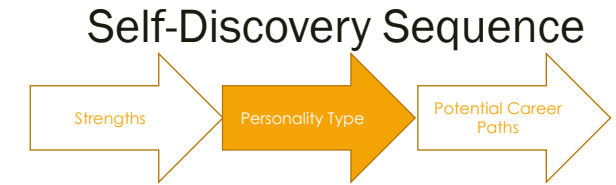


### Instructions:

1. Circle those items that you love to do
2. Add more at the bottom if there are others that you love
3. Put a star by your top five strengths

Connecting	Developing	Managing	Planning
Strategizing	Organizing	Networking	Mentoring
Coaching	Consulting	Writing	Troubleshooting
Testing	Teaching	Studying	Streamlining
Selling	Scheduling	Revising	Reviewing
Recurring	Pricing	Presenting	Persuading
Navigating	Measuring	Maintaining	Developing Leads
Influencing	Illustrating	Forecasting	Explaining
Evaluating	Editing	Drafting	Documenting
Designing	Defusing	Debating	Dancing
Counseling	Comparing	Communicating	Cold-calling
Building	Budgeting	Brainstorming	Assessing
Analyzing	Creating	Interviewing	Advising
Reporting	Calculating	Examining	Facilitating
Negotiating	Arranging	Directing	Training
Solving	Leading	Following	Supporting

# Personality Tests – Take Two!



Test Name	Length	Output
CareerLeader	30-45 minutes to complete	15-page report emailed in a pdf format
Myers-Briggs Career Test	93 questions, takes 15-20 minutes	9-page report that find the 24 Most Popular Careers (and 10 Least Popular) for your Personality Type
Self-Directed Search®	20 minutes to complete	16-page report that portrays a cross-walk to the U.S. Department of Labor's Occupational Information Network (O*NET) career options and required education levels
iStartStrong™ Report	Varies, but similar to above	8-page report paints a clear picture of how one's interests link to various jobs, work settings, and career fields, and provides hyperlinks to related O*NET occupations

All cost varying \$ amounts





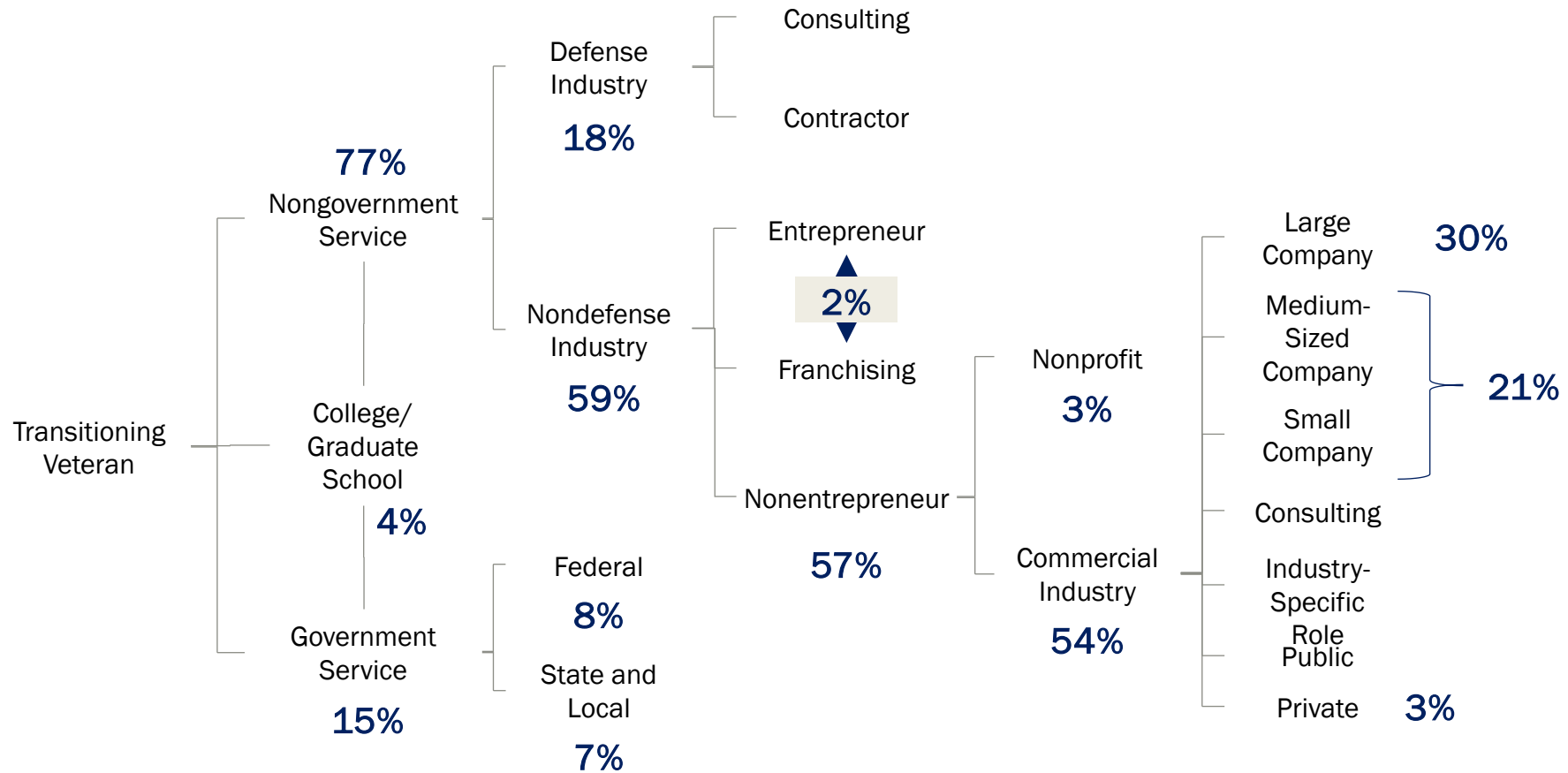
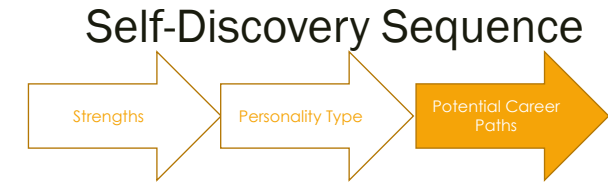
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## Chapter 2: Understand Who You Want to Be

Understand  
the WHAT  
portion of the  
self-discovery  
sequence

Explore typical  
career options  
& related skill  
requirements

# Typical Veteran Career Options



# Career Path Prioritization Matrix



		Career Field Options			
Criteria	Ranking	A	B	C	D
Career Field Match	5	3	9	9	1
Geographic Location	3	3	3	1	3
Compensation	4	9	9	3	9
Travel requirements	2	1	3	9	1
Growth opportunity	5	3	9	1	3
Benefits package	4	9	9	3	9
Etc.					
	<b>Outcome</b>	113	177	95	103

1. Make a list of criteria, rating the criteria on a 1-5 scale (1-less important, 5-most important)
2. List your options and score them using the following scale (1-not a good fit, 3-good fit, 9-best fit) with input from your family
3. The cross-multiplication will produce an emotionless direction for you. In theory, the highest scored option will best match the relative importance of your stated criteria.

Source: Matthew J. Louis, *Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career*. Nashville, TN: HarperCollins Leadership, (2019).

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## Chapter 3: Define Your Career Preferences and Personal Brand

Identify  
industry,  
geographic,  
role  
preferences

Recognize  
lifestyle factor  
preferences

Define your  
personal brand

# Role Preferences



## ■ Core Business Processes

- *Strategic management*
- *Procurement, logistics, distribution*
- *Operations*
- *Product or service development*
- *Marketing and sales*
- *Customer or aftermarket service*

## ▶ Support Business Processes

- ▶ General management
- ▶ Human resources management
- ▶ Technology and process development

Research these. See the article in the footnote.

Based on your research and the outcome of your personality tests, what are your preferences?

Make a note:

# Industry Preferences



Industry Sector (per 2017 NAICS codes)	Large Companies				Medium-Sized Companies				Small Companies	
	Industry Work		Consulting		Industry Work		Consulting		Industry Work	
	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private
Agriculture, Forestry, Fishing, and Hunting										
Mining, Quarrying, and Oil and Gas Extraction										
Utilities										
Construction										
Wholesale Trade										
Information										
Finance and Insurance										
Real Estate and Rental and Leasing										
Professional, Scientific, and Technical Services										
Management of Companies and Enterprises										
Administrative and Support and Waste Management and Remediation Services										
Educational Services										
Healthcare and Social Assistance										
Arts, Entertainment, and Recreation										
Accommodation and Food Services										
Other Services (except Public Administration)										
Public Administration										

Research these industries.

Based on your research and outcomes from previous exercises, update this matrix with your preferences.

Include these options in your Career Path Prioritization Framework.

Make a note on the rationale for your selections:

# Geographic Preferences



Geographic Consideration	Your Preferences & Impact on Career Decision
<b>Industry clusters</b> i.e., banking roles clustered in NYC, Charlotte, Chicago; energy roles clustered in Houston, etc. Does your industry preference limit your geographic options?	
<b>Cost of living comparison</b> Compare the cost of living in your target cities to each other	
<b>Relationship status</b> Are you married? Planning to be? Can/will your spouse move? What are their preferences?	
<b>Neighbors and civil-military gap</b> What's the culture of your target location? Do they welcome vets? What supportive infrastructure is in place?	
<b>Largest employers in each state of interest</b> Do existing employers and available roles align with your industry and career/role preferences?	
<b>Best for Vets studies</b> Google these. There are many. What do they tell you about possible locations and employers?	
<b>Others?</b>	



# Lifestyle Factors

Lifestyle Factor	Your Preferences & Impact on Career Decision
<b>Job security</b> How have prospective employers approached past economic downturns? Do they lay people off? Are they on <i>Fortune's</i> "Best Companies to Work For" list?	
<b>Flexible work arrangements and hours (i.e., working from home)</b> Is this a want or a need? What are the organization's post-COVID policies? What do employees say on Glassdoor.com?	
<b>Competitive compensation and benefits</b> What benefits are available to you? Which do you need?	
<b>Business travel requirements</b> What does the role require? Will your family be OK with this?	
<b>Expectations and opportunities for professional growth</b> What training exists? What opportunities exist for upward mobility or lateral transfers?	
<b>Others?</b>	



# Career Path Prioritization Matrix



		Career Field Options			
Criteria	Ranking	A	B	C	D
Career Field Match	5	3	9	9	1
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3. The cross-multiplication will produce an emotionless direction for you. In theory, the highest scored option will best match the relative importance of your stated criteria.

# Attributes of a Personal Brand

- Who you are
  - *Strengths*
  - *Values*
  - *Skills*
  - *How you leverage those*
- How you present yourself (visual)
  - *Dress*
  - *Behavior*
  - *Body language*
- How you communicate
  - *Words you use (verbal)*
  - *How you use them (vocal)*
  - *Nonverbal cues (visual)*

## Communication Impact

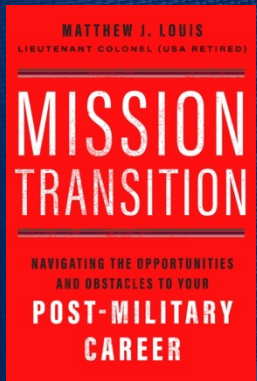
- 55% - visual aspects
- 38% - vocal elements
- 7% - verbal elements

How you appear to your audience is responsible for the majority of your communication's impact

# Takeaways: Stage 1

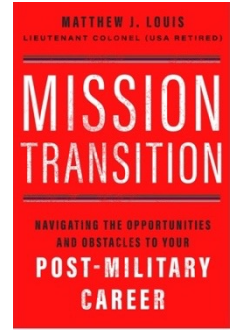


- WHO before WHAT
- Strengths -> Personality -> Career Skills
- Career preferences act as criteria in prioritizing career field options
- Personal brand is the basis for communicating the above
- TIMEFRAME: 4 months +
- Have we mentioned a resume yet?



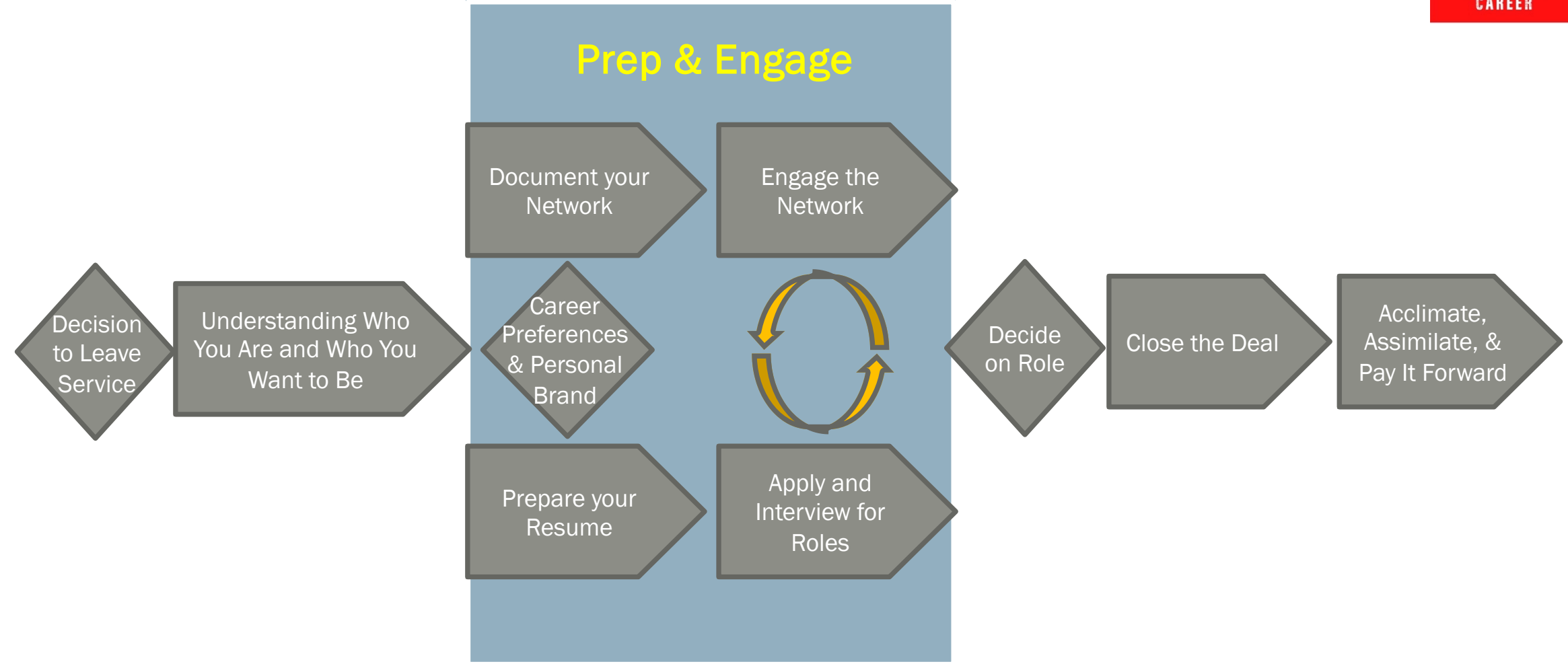
# Skills Translation





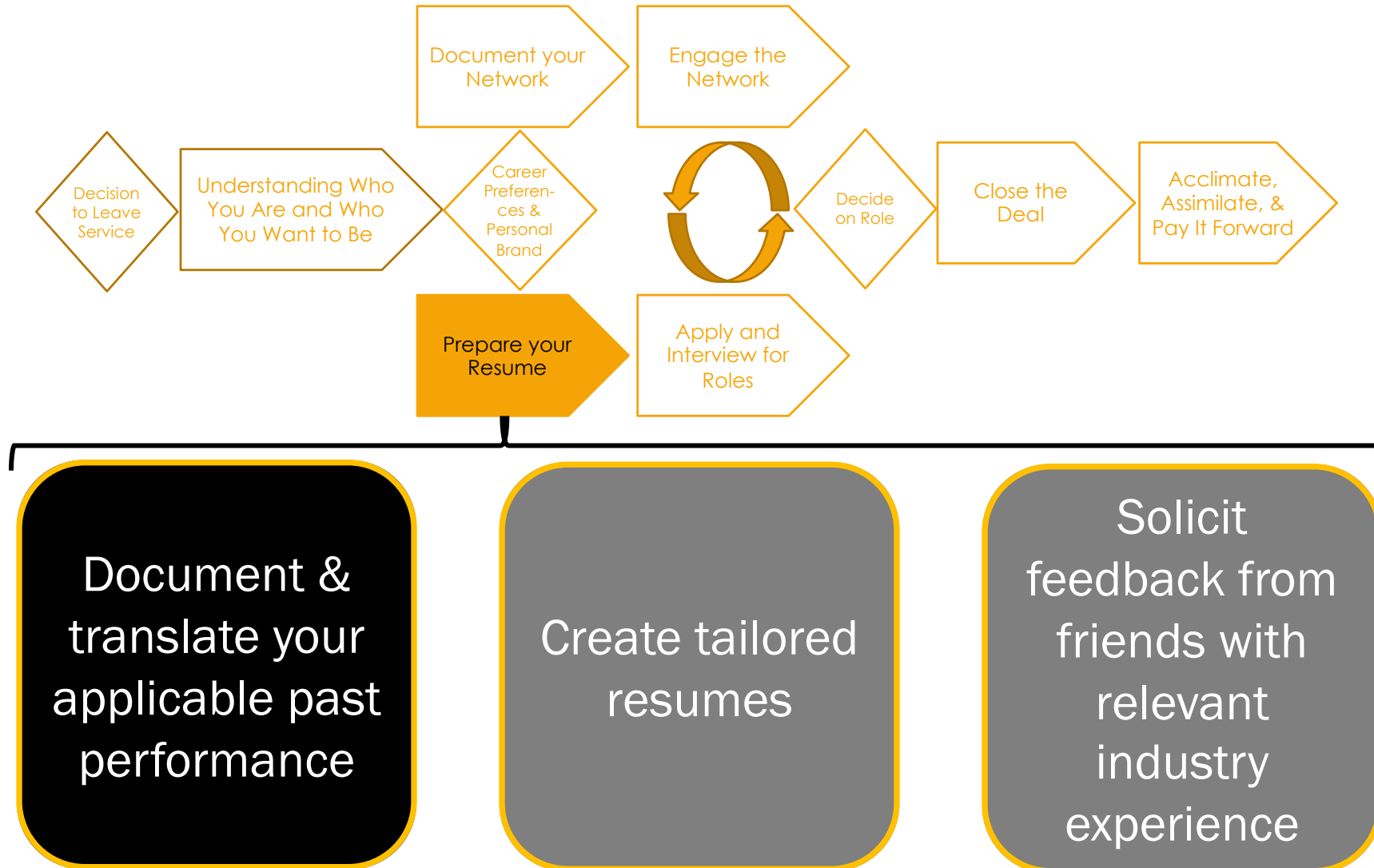
# Mission Transition

## The Veteran Transition Process



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## Chapter 4: Get Your Resume Into Fighting Shape



# Civilian Resume Basics:

## The 5 Minute MBA

For a commercial (for-profit) enterprise to exist as a business, it needs to have two things:

1. a product or a service of value
2. a paying customer

Income Statement	Goal	Sample Company Goals
Revenue = Price X Volume	Increase ↑	↑ 10% per year
- <u>Direct Costs (Labor, Material, etc.)</u>	Decrease ↓	
= Contribution Margin	Increase ↑	↑ 12% per year
- <u>Indirect Costs (Travel, Overhead, etc.)</u>	Decrease ↓	
= Operating Margin	Increase ↑	↑ 10% per year
- <u>Taxes</u>	Decrease ↓	
= Net Income (Profit)	Increase ↑	

- Most commercial organizations are judged by their ability to produce a positive and gradually increasing Net Income
- To succeed, organizations must either increase revenue (by either increasing volume and/or price) and/or decrease costs (including taxes) in any legal way possible
- To the extent that you can help an organization do either of those, you are a valuable asset to that organization
- And so, the content of your resume must speak to the strengths that might enable an organization to do either of those

# Terminology Translation

- How would you react to the following statements?
  
- “Flew over 50 combat missions in the UH-60 A/L Blackhawk in support of OIF and over 100 combat ISR sorties in the RC-12 N/P Guardrail in support of OND.”
  
- The likely reaction from a civilian executive would include several thoughts:
  - *What does this have to do with the role to which you are applying (we aren’t hiring pilots)?*
  - *What skills does this demonstrate (other than that of being a pilot and perhaps being able to operate under pressure) that I could actually utilize?*
  - *Are 50 missions and 100 sorties impressive? I have no idea.*
  - *What is...*
    - A US-60 A/L Blackhawk?
    - A RC-12 N/P Guardrail?
    - OIF?
    - OND?
    - ISR?



# Terminology Translation

- How would you react to the following statements?
  
- “Army Lieutenant Colonel and cybersecurity professional with extensive executive leadership and management experience and over 10 years of experience in computer and network security.”
  
- The likely reaction from a civilian executive:
  - *You’re not applying to be in the Army, so why does that matter?*
  - *I don’t understand your rank (is that a high rank?) and it holds no sway in my organization anyway. I wonder if this person has a superiority complex and won’t be able to adjust to life in the real world.*
  - *Why list both management and leadership? Does this person understand the difference?*
  - *I wonder if this person understands what executive leadership entails in the real world, much less ‘extensive’ executive leadership?*

# Terminology Translation

## ■ How would you react to the following statements?

- *“Second in command of a forward-deployed, European-based, tank battalion consisting of 44 M1A1 main battle tanks, 150 tracked and wheeled vehicles, and approximately 600 Soldiers.”*

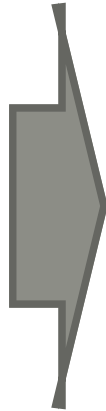
## ■ Likely reaction:

- *With few exceptions, we don't 'command' anyone in the civilian world to do anything. I wonder if this person can adjust their style?*
- *Is this supposed to be impressive? To what is this relative? Were his peers responsible for more than this? I can't tell.*
- *What does all of this translate to in dollars and cents?*
- *Was this person truly the primary person responsible or was this accomplished as part of a team?*
- *What skill sets were required to be successful here? And how do they relate to the role to which this person is applying?*
- *What is*
  - *An M1A1 main battle tank?*
  - *A tracked vehicle?*
  - *A wheeled vehicle?*
  - *A tank battalion?*
  - *Forward-deployed?*
  - *Second in command?*

# Terminology Translation

- Are those the kinds of reactions that you want? Are those the kinds of reactions that will get you an interview and an opportunity to land a role at a prospective organization?
- Let's revisit those same statements having translated them into a language that would resonate with our intended audience:

“Flew over 50 combat missions in the UH-60 A/L Blackhawk in support of OIF and over 100 combat ISR sorties in the RC-12 N/P Guardrail in support of OND.”



“Recognized by the organization’s CEO for performing admirably and exceeding expectations under pressure on repeated occasions in my assigned role.”

- This not only sounds different. It should garner quite a different reaction:
  - *This person goes beyond basic requirements. We need that.*
  - *Recognition by a senior leader says a lot about how this person stands out in a crowd or among peers. We need leaders in our organization.*
  - *Performing under pressure is not an issue. That’s great; we’re always operating under pressure.*

# Terminology Translation

“Army Lieutenant Colonel and cybersecurity professional with extensive executive leadership and management experience and over 10 years of experience in computer and network security.”



“Experienced cybersecurity professional with over 10 years of organizational leadership experience in computer and network security.”

- Better reaction:
  - *This person has cyber skills and leadership experience, with a specialty in computer and network security. We can use both of those – the technical skills and the leadership skills*

# Terminology Translation

“Second in command of a forward-deployed, European-based, tank battalion consisting of 44 M1A1 main battle tanks, 150 tracked and wheeled vehicles, and approximately 600 Soldiers.”



“Chief of Staff of a leading-edge overseas organization with primary responsibility for \$600 million in equipment and 600 personnel.”

■ Better reaction:

- *Wow. I want to learn more about that.*
- *This person knows how to manage. That's the kind of responsibility this person will have here as well.*
- *This person has been overseas. That's good; we operate in a global economy.*

Which reaction would you prefer?

# Terminology Translation

Original Statement	Translation
“Hand-picked from a XX-person military force...”	Hand-picked from a 2.1M person organization
“...a special team of the highest caliber special assistants...”	A team of highly capable specialists
“...charged with leading the Army of over 1.3M soldiers and family members...”	Assigned to lead over 1.3M professionals
“...a team of 23 high caliber military and civilian strategists...”	A team of 23 highly competent strategists
“...implementation plan to sustain Army dominance in land warfare.”	Implementation plan to sustain operational dominance
“...develop a war plan to deter and if necessary defeat threats to US interests.”	Develop an operations plan to address competitive threats to national interests
“...3-star leader...”	Senior Executive



Which would a civilian executive understand?

# Terminology Translation

- Original: “Served additionally as an arms room officer, overseeing security, maintenance, and accountability of weapons, optics, and restricted hardware within a weapons storage facility; scored in top 10% of units for security and efficiency of armory.”
- Improved: “Oversaw the security, maintenance, and accountability of all organizational weapons, optics, and restricted hardware; scored in top 10% of similarly sized peer organizations for security and efficiency.”
- Lesson: Translate terminology. Be succinct with your quantifiable results.

# Terminology Translation

- Original: “Top platoon leader in company and #3 out of 26 in battalion in evaluations; promoted to 1st Lieutenant.”
- Improved: “Top team leader in the organization and #3 of 26 in the enterprise; promoted to manage more complex teams.”
- Lesson: Emphasize skills, not ranks. Translate terminology.



# Terminology Translation

- Original: “Graduated in top 10% of class at Infantry Officers Course and Northern Warfare Training Center; Airborne School”
- Improved: “Graduated in top 10% of class at two Army Officer Basic Leadership Courses”
- Lesson: Translate military terminology

# Terminology Translation

- Original: “Overcame longstanding structural issues within the section by bringing personnel from various functional groups together to build a unified team and establish processes to ensure timely repairs of critical equipment; raised the readiness rate of water purification assets from less than 50% to 91% in two months’ time, restoring Hawaii’s ability to deploy teams in support of humanitarian assistance and disaster relief missions.”
- Improved: “Personally raised the readiness rate of water purification assets from less than 50% to 91% in two months’ time, restoring the organization’s ability to deploy teams in support of humanitarian assistance and disaster relief missions”
- Lesson: Be succinct with your quantifiable results

# Terminology Translation

- Original: “Integrated a highly independent staff and modernized office practices in order to showcase the best aspects of the company to foreign visitors and senior military leaders”
- Improved: “Improved protocol processes of a diverse five-member staff, resulting in 34 successful visits by foreign dignitaries and senior military leaders.”
- Lesson: Quantify your accomplishments

# Terminology Translation

- Original: “Lieutenant, UNITED STATES NAVY, Amphibious Squadron 5, US Pacific Fleet”
- Improved: “US Navy Officer”
- Lesson: Dispense with detailed ranks and units

# Terminology Translation

- Original: “Company Executive Officer, Anti-Tank Company”
- Improved: “Chief of Staff”
- Lesson: Focus on skills. Translate terminology. Avoid military specifics, especially those dealing with lethality.

# Rules of the Road

- Quantify as much as you can on your accomplishments. How you perform against peers or against the norm is important. This tends to indicate a trend to a prospective employer. Use percentages (top 5%) or relevant ratings (5th among 50 peers) wherever possible. You might be able to say, for example, that you were rated first among peers (had a 1-block NCOER). Or you were awarded a Meritorious Service Medal (perhaps the only one in your Brigade). Or you scored in top 5% on a given task. Some examples:
  - *“Set two records for Maintenance Army-wide.”*
    - This is good, but becomes much more meaningful if you would be able to specify the relative nature of the task. How many others were ‘competing’ for this outcome? And what was your specific role in enabling this outcome? Were you the leader or just part of the organization?
  - *Better: “Directly supervised a 100-person maintenance organization whose annual readiness performance bested 1500 other equivalent organizations.”*
- Order your Experience ahead of your Education on your resume (assuming that you are transitioning directly from the service). You are considered an experienced hire. The latest and greatest things you have done – and those transferable skills you have gained via that experience which would appeal to employers – are far more compelling. Put them up front. (If you are using college or graduation school as your transition vehicle, you may want to put that up front.)
  - *In enumerating specific details in each instance of your experience, attempt to separate your responsibilities (which speak to what you were charged with doing) from your results (which speak to what you actually accomplished). For example, the first line under a given role would speak to the scope and nature of your requirements (responsibilities); the bullets following the first line would speak to the quantifiable accomplishments you realized in executing against those requirements (results).*

# Rules of the Road (continued)

- Avoid formal military ranks. The roles for which you are interviewing do not have ranks. Moreover, civilians don't understand your military rank. It will confuse them (at best) or annoy them (at worst). They may see your use of the rank as an attempt to assert your 'authority' (which you no longer have) before you even walk in the door. What's important are your strengths, your transferable skills – not the rank. Civilians aren't hiring Corporals, Captains, or Colonels; they're hiring professionals with skill sets that can help them solve their toughest challenges.
  - *Bad example: "Ranked #1 of 4 Lieutenants by my Company Commander and 95th percentile by Battalion Commander."*
  - *Better example: "Rated by CEO in top 5th percentile among 24 peers."*
  - *Exceptions would include instances in which you may be applying for government contracting roles in your identical career field. These employers have the military as their client, and they want to ensure an 'apples-to-apples' relationship with those clients.*
- Avoid naming specific military units. Again, civilians will not understand or appreciate who these organizations are or what they represent.
  - *Bad example: "160th Special Operations Aviation Regiment (Airborne)"*
  - *Better example: "Covert Aviation Operations Organization"*
  - *Exceptions would again include instances in which you may be applying for government contracting roles in your identical career field. Another exception might be those elite units whose name would be broadly known to the general public; i.e., 'Seal Team Six'.*

# Rules of the Road (continued)

- Avoid naming specific individuals in referring to your accomplishments. Civilians will likely have no idea who the specific individual is, which doesn't help. What's possibly worse is that the individual's record may not be spotless, and may thus reflect poorly on you as well.
  - *Bad example: "Hand-selected by Chief of Naval Operations, Admiral [insert name]."*
  - *Better example: "Hand-selected by the Chief of Naval Operations."*
  - *Exceptions may include POTUS or other obviously recognized names by the general public. However, even then you run the risk of politics entering the discussion if the audience leans one way or the other. The safe bet is to use the generic term to refer to the leader in question.*
- In referring to your commanders or leaders, use equivalent civilian terminology; i.e., terms such as 'organizational leader', 'first line supervisor', 'CEO', 'president', 'vice president', 'boss'.
  - *Bad example: "Rated as the best Commander in that Joint Staff Directorate by a two-star Admiral"*
  - *Better example: "Rated as best among five peers by our supervisor"*
  - *Exceptions would again include instances in which you may be applying for government contracting roles in your identical career field.*



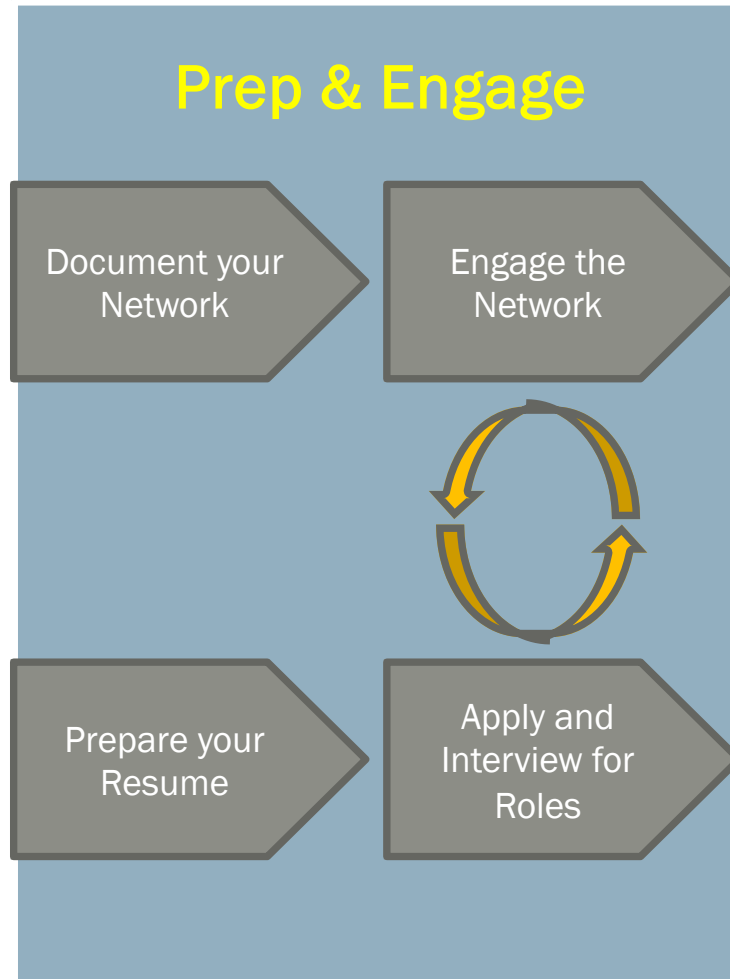
# Rules of the Road (continued)

- Specify accomplishments regarding activities that you note. Each bullet should be able to answer the question, ‘So what?’ It should be **quantifiable, specific, and relevant** to the opportunity. For example:
  - *Don’t say, “Deployed 176 personnel and over \$30 million of equipment 500 miles.”*
    - OK, but so what? Did you also return with no losses? Or maintain a 99% readiness rate throughout? If so, say so. Did your unit outperform others? What was your role in doing so? Quantify, specify, make relevant to the role to which you are applying.
  - *Do say, “Personally supervised the deployment of 176 personnel and over \$30 million in equipment over 500 miles without loss while maintaining a 99% readiness rate, best among five peers in the organization.”*
- Translate any accomplishments that deal with death or lethality. Unless you are doing contractor work for the Department of Defense, you will likely not be using a weapon in your new role. Prior accomplishments with the use of those weapons are relevant only in the sense that you finished near the top among peers in the performance of a critical skill. No one will hire you to kill anyone or because you might be good at it.
  - *Don’t say, “Raised Army-wide standards for the Anti-Tank Guided Missile Stryker.”*
    - Some improvements would involve
      - *Translating the applicability to the organization to which you might be applying. No one hires you because you know how to pull a trigger. You improved the performance standards for your basic issue equipment for the entire Army.*
      - *Quantifying the relative nature of the task. Give the reader a sense of the scope of the effort.*
      - *Specifying your role in the outcome. Did you lead the effort? Did you directly enable it? Or were you just along for the ride?*
  - *Better: “Enabled improvement of enterprise-wide standards for the primary equipment in the organization.”*

# Rules of the Road (continued)

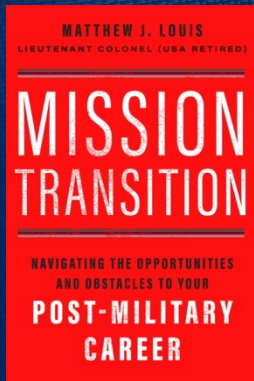
- List only those professional affiliations that may be relevant to the intended audience. Enumerating a litany of organizational memberships is not necessarily impressive; it may well be taking up valuable space on the page that could otherwise be devoted to listing your valuable quantifiable results.
- Understand how some military terms can potentially offend:
  - *Command*
  - *Second in Command (2IC)*
  - *-man as in, "I was assigned to a 200-man organization."*
  - *Spearheaded*

# Takeaways: Stage 2



- Skills translation -> Tailored resumes
- Your network is your “net worth”
- Do your homework
- Show up & Follow up
- Review and rehearse with friendlies “in the know”
- Send thank-you notes
- TIMEFRAME: 8 months +



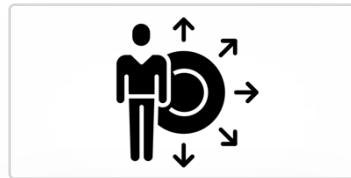


# Resources

# Purepost Inc.

- AI-enabled SaaS B Corp, benefitting US veterans
- Veteran-founded and veteran-led
- Vision: Level the playing field for all job seekers and talent acquisition professionals in the US
- Mission: Optimize talent allocation in US economy
- We are NOT a:
  - Job board
  - Resume shop
  - MOS translator

# Creating a Matching Capability for All Professionals



### Step 1

- = We manually translated every U.S. Military position - job titles, skills, and competencies
- = 35K positions

### Step 2

- = We normalized O\*Net to our Purepost skills taxonomy and competency hierarchy in step 1

### Step 3

- = We overlaid Steps 1 & 2 with a robust set of PowerSkills for all jobs
- = The largest and most accurate taxonomy in existence

### Step 4

- = The NLX (daily average: 350K businesses / 4M jobs) provides Purepost a direct feed of jobs to match with the profiles of our members

### Step 5

- = We can normalize our skills taxonomy to any corporation's skills taxonomy or training curriculum.

### Step 6 - 2024

- = We will be able to normalize any skills taxonomy to our database of accurate data - creating a truly generative HR/AI solution
- = Single "skills cloud"





# Purepost Services & Who We Serve



**Create Passport, Upskill, Get Hired**  
**Build Profile in 10 mins**

**Who Benefits:**

- = U.S. Military Veterans
- = Any Job Seeker



**Acquire Talent**  
**Find Talent in 10 mins**

**Who Benefits:**

- = Small & Medium Sized Businesses
- = Enterprises
- = Manpower Organizations

Supply Meets Demand



**Case Manage Job Seekers**

**Who Benefits:**

- = Veteran Service Orgs
- = Technical Schools
- = College and University Career Centers
- = Talent Networks (ERGs)
- = State Workforce Agencies




**Optimally Deploy Internal Talent**

**Who Benefits:**

- = Any organization

# How We Differentiate

## Side by Side Comparison

		Job Board	AI+HR SaaS	ATS	Social Media	MOS Translator
Military to Civilian Competency Hierarchy	✓					
Candidate Skills Evaluation from Military Career	✓					
Veteran specific search features which educate TAs	✓					✓
Candidate Skills Evaluation from Private Sector Career	✓	FEW	FEW	✓		
Career Profile	✓	✓	✓	✓	✓	✓
Job Matching	✓	✓	✓		✓	
Unlimited Candidate Search	✓		SOME		✓	✓
Low Level of Effort from Enterprise IT	✓	✓	✓		✓	✓
Scientific basis of human capital value	✓		SOME	✓		
Ability to normalize any skills taxonomy or curriculum	✓					
PowerSkills identification	✓			✓		



# Sample Customers & Partners



UNITED STATES  
DEPARTMENT OF LABOR

Veterans' Employment and Training Service (VETS)



NATIONAL  
VETERANS  
MEMORIAL  
MUSEUM  
AND

NPXONE



ForgeNow



# My Website

[www.matthewjlouis.com](http://www.matthewjlouis.com)



## Mission Transition: Video Course

The free series of video courses below intends to provide veterans and service members transitioning from the military another way to consume summary elements contained within my award-winning book *Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career* and select Resources on my website. It is not a substitute for the book! For those taking this course, these expectations apply:

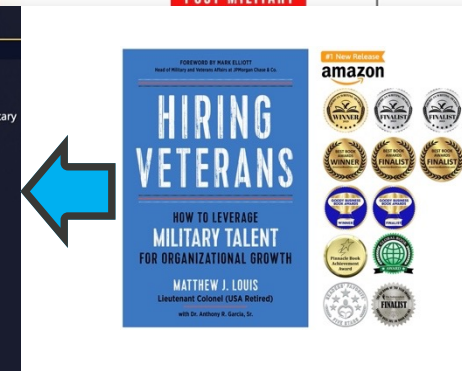
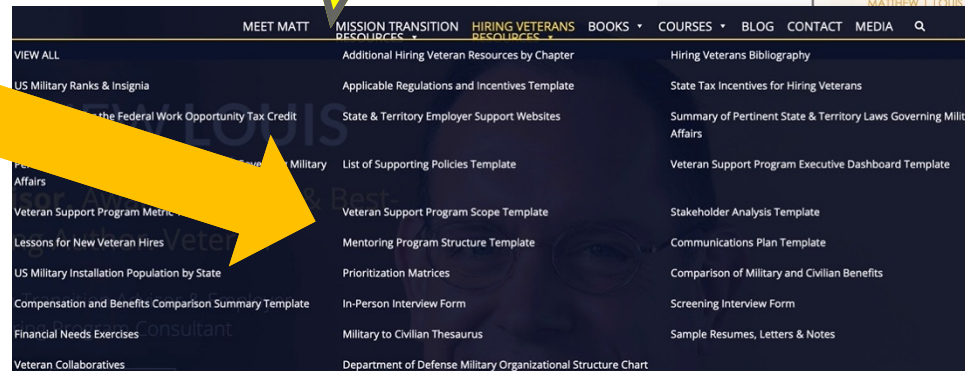
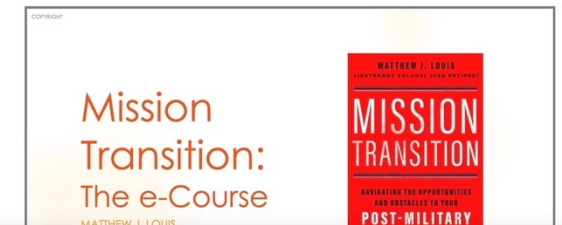
- Please take all courses in sequence
- Please complete all homework assignments prior to starting the next course



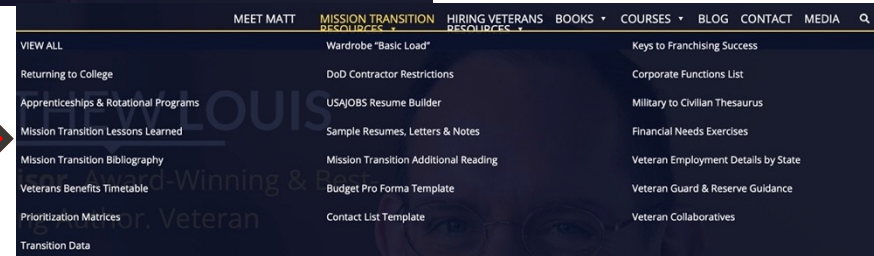
## Mission Transition: The e-Course

The free downloadable e-Course below intends to provide veterans and service members transitioning from the military another way to consume summary elements contained within my award-winning book *Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career* and select Resources from my website. It is not a substitute for the book! For those taking the course, these expectations apply:

- Please read all chapters in sequence
- Complete all exercises in each chapter in the order presented
- Please complete all homework assignments prior to starting the next chapter



- 21 free video courses; free e-course
- Tons of free resources
  - Thorough Military-to-Civilian thesaurus
  - Resume / Letter templates
  - Financial needs exercises
  - Repository for lessons learned
  - Additional Reading & Guidance (RC/Guard)
  - Interactive tools



# Terminology Translation



- Military-to-Civilian Thesaurus
  - *Non-service specific*
  - *Service-specific*
- Check out Purepost



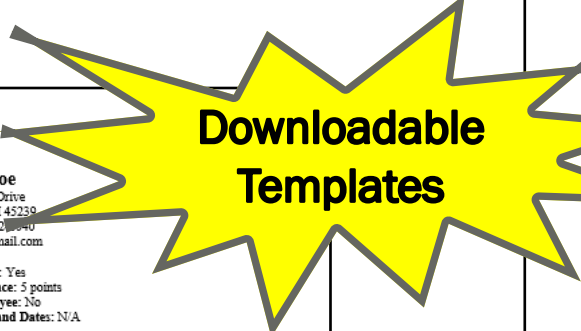
Military Term	Translated Civilian Term
About face	Turn around
Action Officer	Analyst
Aide-de-camp	Executive assistant
All hands	Everyone in the organization
Asymmetric	Dissimilar
Aviator	Pilot
Barracks	Living quarters
Basic load	Initial allocation
Billet	Role or job
Budgeting and programming	Budgeting
Buffer zone	Safety zone
Bulk cargo	Cargo
Bulk petroleum product	Petroleum
Bulk storage	Storage
Chain of command	Organizational hierarchy
Chief	Principal
Civil	Civilian
Civilian vendors	Suppliers





# Sample Resumes, Letters

- Civilian
  - Chronological
  - Functional
  - Combination
    - JMP
    - CMP
- Government
  - JMP
  - CMP
- Cover Letter
- Thank-you Letter



**Jane Doe**  
6798 Lamp Drive  
Cincinnati, OH 45239  
Home: 513-542-1040  
Email: jdoe@gmail.com

U.S. Citizen: Yes  
Veteran's Preference: 5 points  
Federal Employee: No  
Highest Grade Level and Dates: N/A

VACANCY IDENTIFICATION NUMBER: 15-EMCBC-JO 01-DE  
JOB TITLE AND GRADE: Cost Estimator, GS-1102-09/13

**SUMMARY OF QUALIFICATIONS**

A hardworking, meticulous, and knowledgeable cost estimator with both military and civilian experience. Thrives in dynamic and demanding work environments. Utilizes outstanding valuation, risk analysis, and leadership skills to optimize organizational results.

**COST ESTIMATION:** Perform transactional due diligence life-cycle cost estimating. Develop valuation cost models in support of acquisition efforts. Perform independent life-cycle cost valuations in accordance with Financial Accounting Standards Board (FASB) 141. Perform independent comparative valuations of life-cycle remediation costs.

**RISK ANALYSIS:** Prepare complex environmental liability cost and schedule risk analyses, risk registers, and qualitative and quantitative risk analysis. Manage projects involving major federal environmental regulations including RCRA, CERCLA, CAA, CWA, & EPCRA.

**LEADERSHIP:** Advise corporate management on environmental project oversight. Manage remediation projects in accordance with applicable local, state, and federal regulations. Lead large teams in support of organizational goals.

**WORK EXPERIENCE**

<p><b>Program Manger</b> TRM 1123 Cornell Road Cincinnati, OH 45242 United States</p>	<p>09/2006 – Present Hours/week: 50 Salary: \$28.00/hour Supervisor: George Small Telephone: 513-777-1234 OK to Contact: Contact me first</p>
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**COST ESTIMATION:** For the last three years, Ms. Doe has performed transactional due diligence life cycle cost estimating of known and potential environmental liabilities in development of valuation cost models for pre-bid acquisition support. From 2012 and 2014, Ms. Doe was an advisor to 25 completed Private Equity-backed transactions with an enterprise value greater than \$15 billion USD. Ms. Doe utilizes both her formal education and training in engineering and science to prepare cost and schedule risk analyses, risk registers, and qualitative and quantitative risk analysis in support of corporate risk management. Her work has allowed for heightened visibility and internal controls in the preparation of

1234 Sunny Day Way  
City, State 12345-6789  
March 19, 2017

Ms. Jane Doe  
AF Civilian Force Renewal and Development  
550 C Street W  
JBSA Randolph, TX 78234

RE: Logistics Management Specialist Position (HDL-CL-17-1810454-0346-BJW)

Dear Ms. Doe:

As a logistics specialist during my eight years of active duty in the Air Force, I was fortunate to have been part of some record-setting maintenance teams at Tinker AFB, OK. As my credentials will indicate, I have the ability to significantly further the Air Logistics Center's mission:

YOUR NEEDS	MY CREDENTIALS
Bachelor's degree from an accredited institution AND Superior Academic Achievement (SAA)	Bachelor's Degree in Logistics from Embry Riddle in 2014. Class Salutatorian with a 3.9 GPA.
Work experience that involves planning, coordinating, or evaluating logistical actions	Air Force unit logistioian of the year in 2015. Planned and coordinated unit OEF deployment in 2016.
Flexibility	Ability and willingness to travel before, during, and after initial training period
Security Clearance	Active Secret security clearance.

I am eager to speak with you about this Logistics Management Specialist Position. My telephone numbers are (123) 456-7890 (home) and (123) 789-0123 (mobile), and my email address is [jdoe@gmail.com](mailto:jdoe@gmail.com). I sincerely appreciate your time and consideration.

Sincerely,

Anxious Worker

Enclosure: Resume

October 1, 2017

Ms. Shirley Jones  
Vice President  
Big Commercial Company

Dear Ms. Jones,

Thank you for your time today in interviewing me for the role of Team Lead. Your description of the opportunity and the Big Commercial Company organization confirmed my research to date and furthered my interest in and passion for what you do in your industry. I was particularly excited to learn of your plans to expand on the West Coast, as I have a number of contacts there that could prove to be beneficial.

I confident that my years of experience leading teams in the military have prepared me well for excelling in such a Team Lead role. I believe my natural leadership approach would resonate well with team members and produce the kinds of positive, incremental results you seek. I would welcome the opportunity, and I am certain you would be pleased with the outcome.

Thanks again for your time today. I look forward to hearing from you soon!

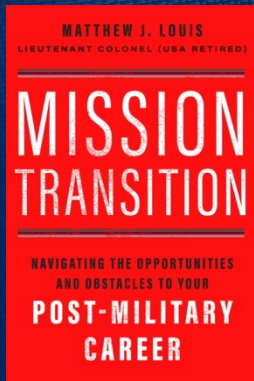
Sincerely

Veteran N. Transition  
777-555-3333 (cell phone)

# Transition Planning Calendar

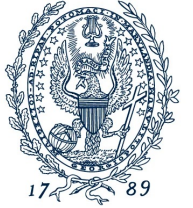
Activity	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23	Month 24																								
Identify your strengths Identify personality type and related careers Explore typical career options and skill requirements	★																																															
Identify industry, geographic, role preferences Recognize lifestyle factors Define personal brand																																																
Document and translate past performance Create tailored résumés Solicit feedback from friendly civilians in the know																																																
Identify target employers and decision makers Define your network																																																
Create stories to highlight your strengths, skills, and experience Research your targets and decision makers Engage the network: Conduct informational interviews, job shadowing, internships, career-skills program Execute social media strategy																																																
Practice interviews Assemble wardrobe Conduct interviews and follow-up																																																
Understand your financial needs Research salary ranges Research support networks at the organization Negotiate opportunity and follow-up																																																
Seek onboarding resources and support networks Adopt your new culture Refine your approach and style as needed Find new meaning in your work Pass on your lessons learned and contribute to the veterans network																																																





# Closing Thoughts

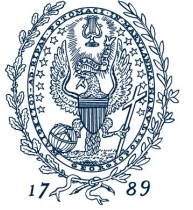
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GEORGETOWN UNIVERSITY

# Action Items & Next Steps

- Mission Transition is the best book in the market to support your post-service goals. Suggest military leaders make it part of their command reading lists.
- Utilize all the resources & video courses on my website ([www.matthewjlouis.com](http://www.matthewjlouis.com))
- Secure an internship. Work hard. Make a good impression.
- Self-identify. Join a veteran Affinity or Business Resource Group.
- Consider an apprenticeship or rotational onboarding programs
- Take advantage of your tribe – Network, Network, Network
- Secure a mentor – possibly several
- Make use of Veteran Collaboratives
- Utilize Purepost, the best way to match your skills to employment opportunities ([www.purepost.co](http://www.purepost.co))
- Have patience with yourself and others

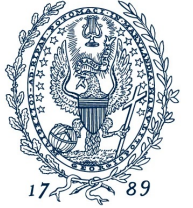


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# Lean In!

- You be you
- Continuous service – just in a different uniform
- You are the key to enabling the next greatest generation





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“You've been told that you're broken, that you're damaged goods and should be labeled victims. I don't buy it. The truth, instead, is that you are the only folks with the skills, determination, and values to ensure American dominance in this chaotic world.”

James Mattis 2014 speech in San Francisco to veterans of the Iraq and Afghanistan wars. During the question-and-answer portion of his speech at the Marine's Memorial Club.

# Questions?

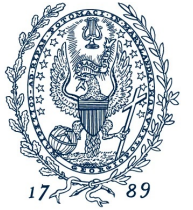
**MATTHEW J. LOUIS**

**LIEUTENANT COLONEL (USA RETIRED)**

# MISSION TRANSITION

**NAVIGATING THE OPPORTUNITIES  
AND OBSTACLES TO YOUR**

**POST-MILITARY  
CAREER**



GEORGETOWN UNIVERSITY

# Thank You!

Matthew J. Louis

Louis Advisors, LLC

A Veteran-Owned Small Business

513-314-9870 (mobile)



[Matt@matthewjlouis.com](mailto:Matt@matthewjlouis.com)

[www.matthewjlouis.com](http://www.matthewjlouis.com)

[www.purepost.co](http://www.purepost.co)



**MATTHEW J. LOUIS**  
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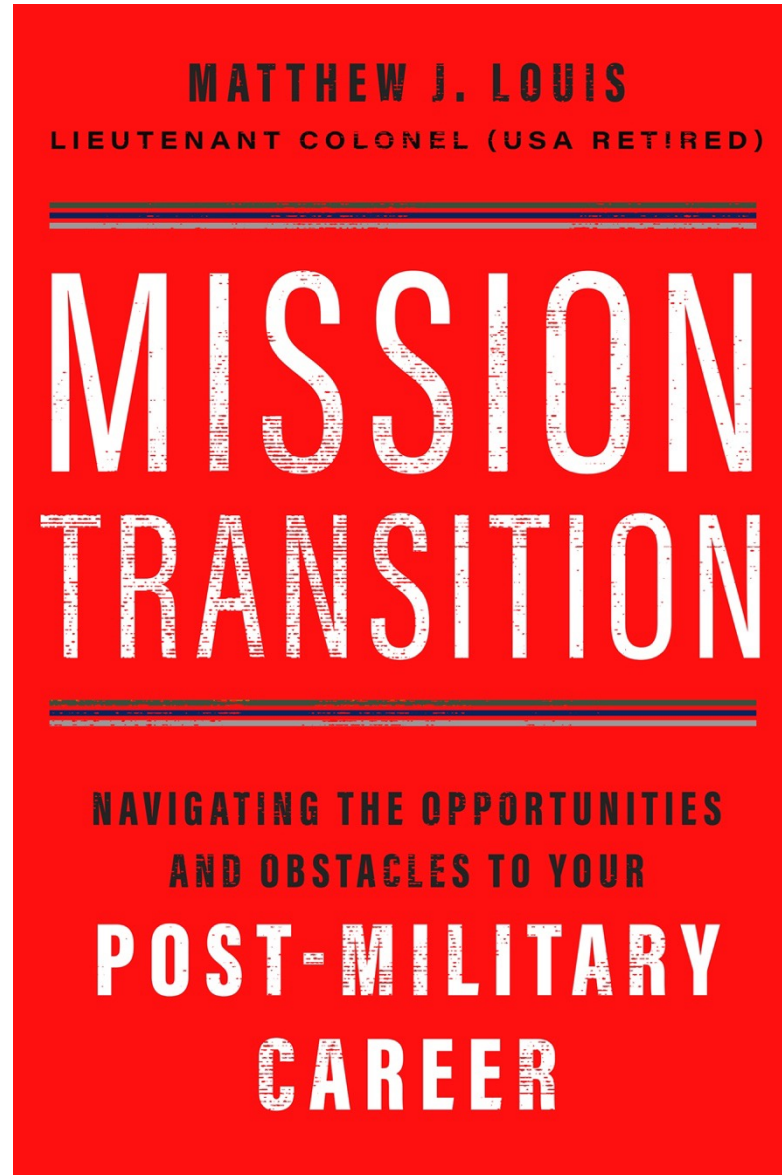
# POST-MILITARY CAREER



# Mission Transition

Published 24 September 2019

By HarperCollins Leadership



## Accolades (as of 15 January 2024)

- Gold Medal (Non-Fiction Military) - 2022 International Readers' Favorite Book Award
- Gold Medal (Business / Career / Sales) - 2021 eLit Book Awards
- Gold Medal (Current Events - Foreign Affairs / Military) - 2021 eLit Book Awards
- Gold Medal (Best Author Website) - 2021 eLit Book Awards
- 2023 Independent Author Network Book of the Year Award winner for Outstanding Career / Occupational
- 2023 Independent Author Network Book of the Year Grand Prize Nonfiction Award, Third Place
- 2023 Independent Author Network Book of the Year Award Finalist, First Nonfiction
- 2023 Independent Author Network Book of the Year Award Finalist, Nonfiction Military / War
- 2023 Independent Author Network Book of the Year Award Finalist, Nonfiction Self-Help / How-To
- Silver Award - 2021 Nonfiction Authors Association Book Awards
- Bronze Medal (Military) – 2023 North American Book Awards
- Bronze Medal (War & Military) - 2022 Global Book Awards
- Bronze Medal (Career) - 2021 Axiom Business Book Awards
- Bronze Medal (Motivation / Improvement) - 2021 Living Now Book Awards
- American Book Fest Best Book Award Winner (Legacy Nonfiction) – 2023
- American Book Fest Best Book Award Finalist (Legacy: Self-Help / Spirituality) – 2023
- Maincrest Media Book Award Winner (Military Nonfiction) - 2023
- Book Excellence Award (Career) - 2023
- Book Fest Book Award (Website / Overall Design, 2nd place) - 2023
- Book Fest Book Award (Nonfiction Business - Careers, 3rd place) – 2023
- Outstanding Creator Awards (#21 Best Non-fiction Book of the Year) - 2023
- Outstanding Creator Awards (Best Non-fiction Book, 2nd place) – 2023
- Outstanding Creator Awards (Best Military Book, 1st place) – 2023
- Outstanding Creator Awards (Best Self-Help & How-to Book, 1st place) – 2023
- Outstanding Creator Awards (Best Educational & Reference Book, 1st place) – 2023
- International Firebird Book Award (Career) - 2023
- International Firebird Book Award (Military Nonfiction) - 2023
- Pinnacle Book Achievement Award (Career) - Fall 2022
- Incipere Book Award (Self-Improvement, 2nd place) - 2022
- 2022 Chanticleer International Book Awards (Military & Front Line, 1st place)
- 2022 Chanticleer International Book Awards (Instructional & Insightful Nonfiction, Finalist)
- 2023 Goody Business Book Award Winner for Self-Help / Personal Transformation
- 2023 Goody Business Book Award Finalist for Career Success
- 2023 BooksShelf Nonfiction Writing Contest Finalist (Top 5%)
- 2023 Four Seasons Book Awards Finalist
- 5 Stars - Readers' Favorite, February 2, 2022
- 5 Stars - The Book Commentary, November 25, 2021
- #1 in Job Markets & Advice - Amazon, November 2022