



CAREER OPS GUIDE

Create Leverage to Jumpstart
A High-Flying Career



A CAREER-BUILDING EXERCISE

ILLUSTRATIONS • KEY POINTS • INTERACTIVE NOTES

INTRODUCTION

As an MBA recruiter for most of the top 50 business schools, I hear military candidates entering bschool say they don't know how to advance in their civilian careers. The opportunity gap between military and civilian employment impacts many types of officers as they face career transition. Outside factors such as starting a family, incurring student debt or taking leave from your day job for any period of time increases both the stakes and mistakes of moving into the civilian workforce. It is important that officers not allow these challenges to become "non-starters" in their careers. Nonstarters turn qualified applicants into underemployed workers who are overqualified for civilian leadership positions. It also prevents officers from leveraging the full career benefits of their military service and experience.

Careers in the 21st century are moving at a rapid pace and are much different now than any time previously. It is possible for you to recover from a slow transition, but gaining momentum from a dynamic start in your civilian career is more important than ever. You want to create positive momentum into leadership positions, advancements and stretch assignments that add purpose and will benefit your career.

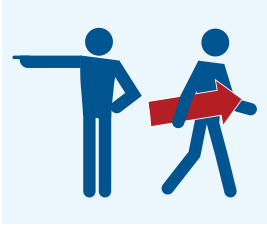
Creating opportunities provides you with more favorable career paths and options, greater mobility, location independence and flexibility of schedule. All of which might occur either now or later in your career. Having better experiences also leads to a strong cultural fit with civilian employers, which I believe is important for military officers, and increases the likelihood of both your immediate and future success.

Positive momentum places you on a positive trajectory for your career. It establishes a base to build upon and allows you to make the most

of your education and employment opportunities. It gives you time to prove yourself, make a difference and demonstrate value, which drives greater balance and a life outside of work to follow.

The Career Ops Guide proactively addresses many obstacle issues and resolves most potential problem areas before they happen. Doing so turns non-starters into career starts for military leaders and propels officers positively forward into their management careers.

GETTING STARTED ON YOUR CAREER



On Owning Your Career – Answer The Defining Question

Do you want decisions for your career to be made by you, or, do you want those career decisions to be made for you by someone else?

Bullet point out benefits of making decisions this way... _____

On Creating Momentum

CAREER-BUILDING MOMENTUM

● Taking the Initiative ➡ ● Actions ➡ ● Results, Outcomes & Learning

List initiatives you can take to start a career... _____

THE FOUNDATION OF YOUR CAREER

On Skills – Unique Combinations Set You Apart

FIND YOUR COMBINATION OF SKILLS

CONNECT SKILLS UP TO INTERESTS & OPTIONS FOR CAREERS

SKILLS INVENTORY

Problem Solving

Writing

Leadership

◆ **Observation**
(Awareness)

◆ **Team Player**
(Collaborate)

◆ **Empathy**
(People)

Collaboration

Analytical

◆ **Assimilation**

MY INTERESTS

Design

Music
(Indie, Alternative, EDM)

Travel

◆ **Develop Talent**

◆ **Coaching & Sports**

Outdoor Pursuits
(Ski, Trails, Mountain Bike)

CAREER

Entrepreneur

Book Author

◆ **Recruiter**

Product Dev.
& Marketing

Podcast Host

Consultant

Manager

In 3 columns below write down skills, interests and careers; and connect entries that fit together... _____

RELATIONSHIPS: THE CONNECTIVE TISSUE OF YOUR CAREER

On Mentorship – Mentors Come
From Working Relationships

21ST CENTURY MENTORSHIPS



List working relationships as those that:

1) *Can be extended*; 2) *Could become mentors...* _____

RELATIONSHIPS: THE CONNECTIVE TISSUE OF YOUR CAREER

On Sponsorship – Sponsors Reward Past Performance & Productivity

MENTORSHIPS & SPONSORSHIPS DEFINING CHARACTERISTICS



MENTORS
(ADVISE)



SPONSORS
(COUNSEL)

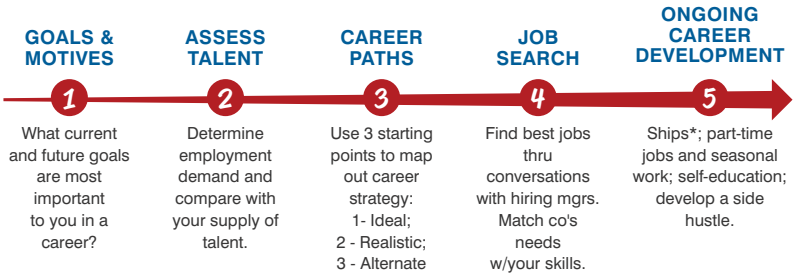
| | |
|----------------------------------------------------|------------------------------------------------------|
| Initial Stages of Career | Early-to-Middle |
| Colleagues & Managers You Work For & With | Accomplished Professionals; Experts & Influencers |
| Operations & Procedures; Effects & Efficiencies | Management Challenges & Business Opportunities |
| Express Interest; Bring Enthusiasm & Energy | Take on Challenges; Stand Out from Peers |
| Build Relationships; Receive Referrals | Official Recommendations; Ongoing Advocacy |

Refer to prior page, which mentors could evolve into sponsors...

THE APPLICATION OF YOUR CAREER

On Career Planning

PROGRESSION OF YOUR CAREER



* Fellowships, Internships, Mentorships, Sponsorships

Write down and move through steps 1-3 in any order...

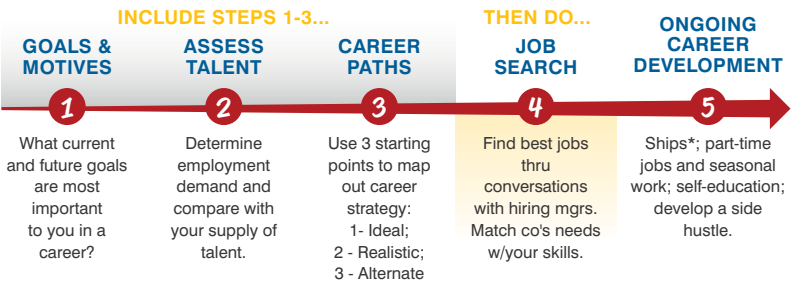
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THE APPLICATION OF YOUR CAREER

On Finding Jobs – Do’s & Don’ts Of The Search Process

WHEN CONDUCTING A JOB SEARCH

(DON'T JUMP TO STEP #4 LIKE ALL CANDIDATES DO)



* Fellowships, Internships, Mentorships, Sponsorships

Brainstorm people you know to have conversations with who will likely provide referrals and recommendations... _____

THE APPLICATION OF YOUR CAREER

On Employment – Diversity Pays

OPPORTUNITIES FOR EMPLOYERS

Data from sources such as McKinsey & Company⁽⁸⁾ and Forbes Magazine⁽⁹⁾ show that companies who build diverse teams and organizations achieve a number of results. This includes better financial performance, more profitable operation and higher rates of innovation. Companies realize these benefits by hiring and promoting more military. Data more conclusively shows that companies who hire more military are also more effective at recruiting top leadership talent.

Which employers fit best because they act upon diversity...

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