

Career Advice for Vets - Translate and Apply Military Skills to Create Success



COMBAT TO **CORPORATE**

Applying Military Spec Ops Principles To Business Success

Chad Storlie

Author, Iraq Combat Veteran, Business Leader

www.CombatToCorporate.com

Combat to Corporate Mission Statement

- **Combat To Corporate** Is Dedicated To Educating Military Personnel, Transitioning Military Personnel, Student Veterans, Veteran Service Providers, And Employers How To Successfully Understand, Translate, And Implement Universal Military Skills In Civilian Organizations.
- **Combat To Corporate** Will Make Military Veterans in Higher Education More Prepared And Successful In Their Military-to-Civilian Transition, Hiring, And Career Advancement.



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Chad Storlie Bio



CHAD STORLIE has had a distinguished career in both military and civilian service. Chad is a retired US Army Reserve Special Forces officer with 20+ years of service in infantry, special forces, and joint headquarters units.

He has served in Iraq, Bosnia, Korea, and throughout the United States. He has been awarded the Bronze Star, the Combat Infantryman's Badge, the Meritorious Service Medal, the Special Forces Tab, and the Ranger Tab.

Chad is a mid-level marketing executive and has worked in marketing and sales roles for various companies, including General Electric, Comcast, and Manugistics.

In his spare time, Chad has taught marketing at Creighton University, developed Combat Analytics—a counterinsurgency assessment process—and written articles that have been published in several military journals, *The Harvard Business Review* blog, and *Oxford Leadership Journal*. Chad holds a BA from Northwestern University and an MBA from Georgetown University.



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Employers Value Veteran Workplace Attributes

- World Class Performance.
- Driven to Excellence.
- Combined Individual & Team Player.
- Focused on Improvement.
- Ability to Self Regulate in High Stress Environment.
- A Teacher.
- Apply Your Military Experience to Help the Company Succeed.
- Focused on “What You Will Do” & “Not What You Did.”



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Military Veterans Need to Support Their Employers With Their Translated Military Skills



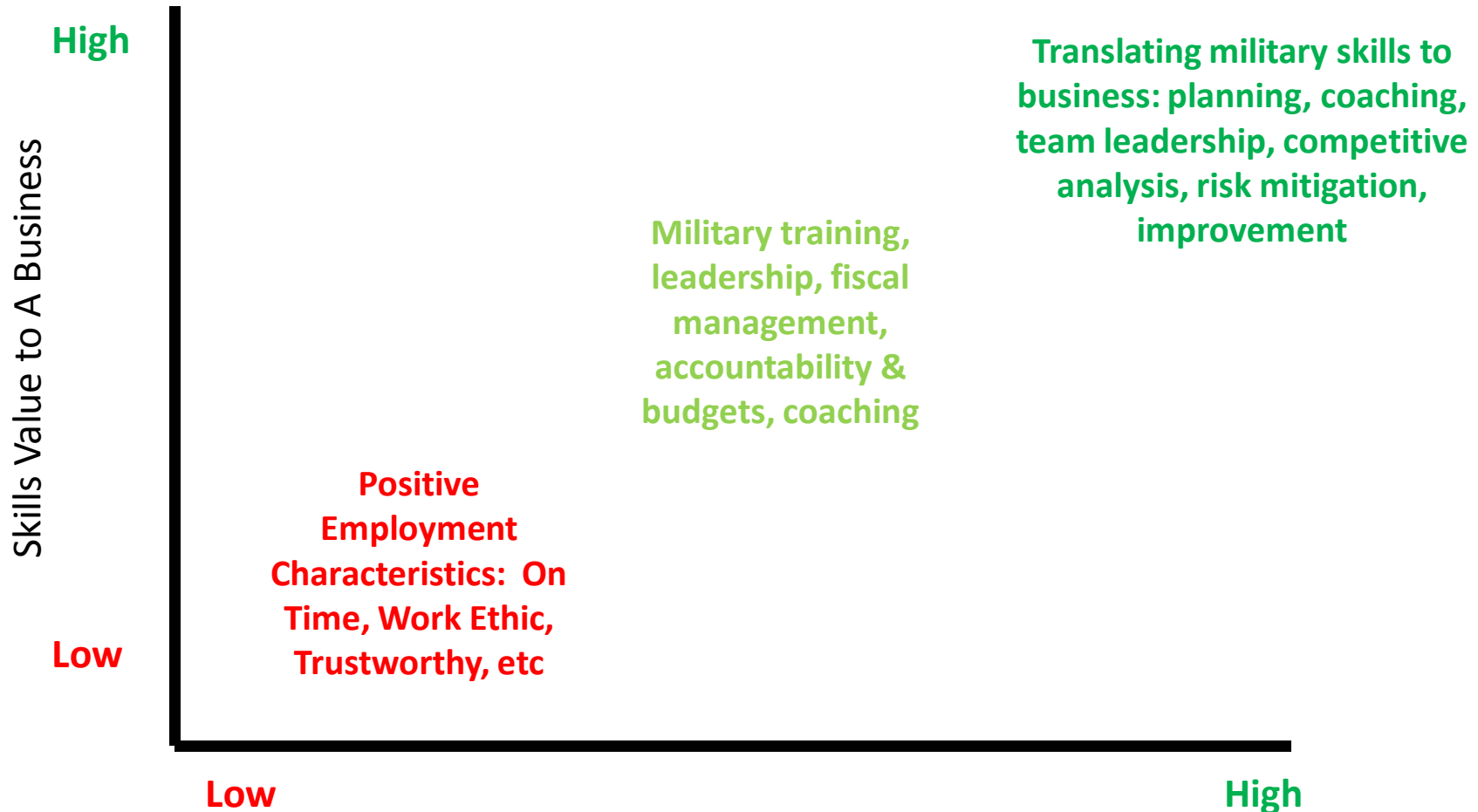
Veterans Bring Skills in Planning, Leadership, Competitive Analysis, Safety, Coaching, Crisis Management, Employee Development, Teaching, Budget, Fiduciary Responsibility, And Training That Employers Need and Cannot Easily Acquire



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Translated Military Skills to Business Use Give Veterans the Greatest Career Advantage



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Twelve Ways to Apply Military to Business

Military Skill	Commercial Business Use
Performance Counseling	Employee Coaching
Intelligence Analysis	Analysis of Competition
Intelligence Analysis – War Gaming	War Game a Store Opening or New Idea
Planning – Synchronization Matrix	Synch Matrix a Business Process
Risk Management	Mitigate Risks in Company Operations
SOP's	Create an SOP for a Critical Process
Back Up Plans (P-A-C-E)	Create Back Up Plans for Critical Processes
Team Leadership	Help Develop Company Leaders
Crisis Management	Use Rehearsals & Planning to Prevent a Crisis
The After Action Review (AAR)	Use the AAR to Improve a Process
Mentoring	Mentoring
Individual Veteran Experiences	Learn the Business & Translate Your Ideas!



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10 Military Experiences That Work for Business

1. We Work Best When We Work Together
2. Train Your Team to Succeed in Their Roles
3. Train Realistically to Your Most Difficult Challenges
4. Our Differences Make Us Stronger
5. Great Leaders Speak to the Hard Things
6. Humor Goes a Long Way to Build a Team
7. We Perform Better When We Understand Success
8. Anticipate & Adjust Rapidly to Changes
9. Ethics Are Vital: Stand Up for Your Team & Decisions
10. OK to be Unsure: Execute Well & Trust Your Team



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Common Veteran Mistakes

1. Number 1 Vet Mistake - Applying Previous Military Experience to Civilian Employment Without Modification.
 2. Number 2 Vet Mistake – No Career Planning – On Line & Mass Applications Only.
- **Veterans Entering The Business World Need To Employ Their Military Experiences And Training As A Leverage Point To Bring Greater Career Success.**



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Some More Common Veteran Mistakes

3. Mistake 3: Leaning on the Past.
4. Mistake 4: Treating Others Based upon Your Past Rank.
5. Mistake 5: Not Adjusting Military Bearing.
6. Mistake 6: Too Far Away from Military Grooming.
7. Mistake 7: Not Asking or Giving Help in Transition.
8. Mistake 8: Not Fully Understanding Corporate Culture.
9. Mistake 9: Not Maintaining the “Can Do” Attitude.

Focus on What You Can DO For a Business / Organization, Not What They Can DO for You



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Common Veteran Mistakes in Career Planning

- 1. Don't** – Apologize for Lack of Business Experience
DO – Translate & Apply Your Military Skills to a Business
- 2. Don't** – Apply Blindly to Companies
DO – Network & Create Relationships with 2-4 People at a Company Outside of HR
- 3. Don't** – Be Afraid To Ask Questions & Learn
DO – Use All Resources (ACAP, TAP, DVOP), Ask Co's If They Have a Vet Group / Veteran
- 4. Don't** – Expect 1-2 Companies to Be Sole Answer
DO – Use the P-A-C-E Planning Process to Develop Options For Your Career



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Employ Military Principles in Career Planning

- Reconnaissance
 - Network
- Commander's Intent
 - Describe Perfect Position
 - Communicate to Family & Friends
- War Game
 - Interviews
 - Different Positions
- P-A-C-E
 - Back Up Plans?
 - *Checkerboard* Career Planning & Advancement
 - Different Positions
- After Action
 - Events
 - Customer Service



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PACE Plan in Business & Career Planning

PPrimary

AAlternate

CContingency

EEmergency

Plan and Create
Multiple Options
for a Successful
Business
Venture.

*P-A-C-E Format
Helps You
Create a Robust
and Successful
Plan*



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Advice for Employers Maximize Vet Skills



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Embrace the Value of Military Service



Care About The People
You Lead



Be a Humble Leader &
Learn Everyday



Use Humor with A Smile to
Motivate & Improve



Be Very Good At What
You Do



Help the New Guy Perform
Their Job Well



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Resources

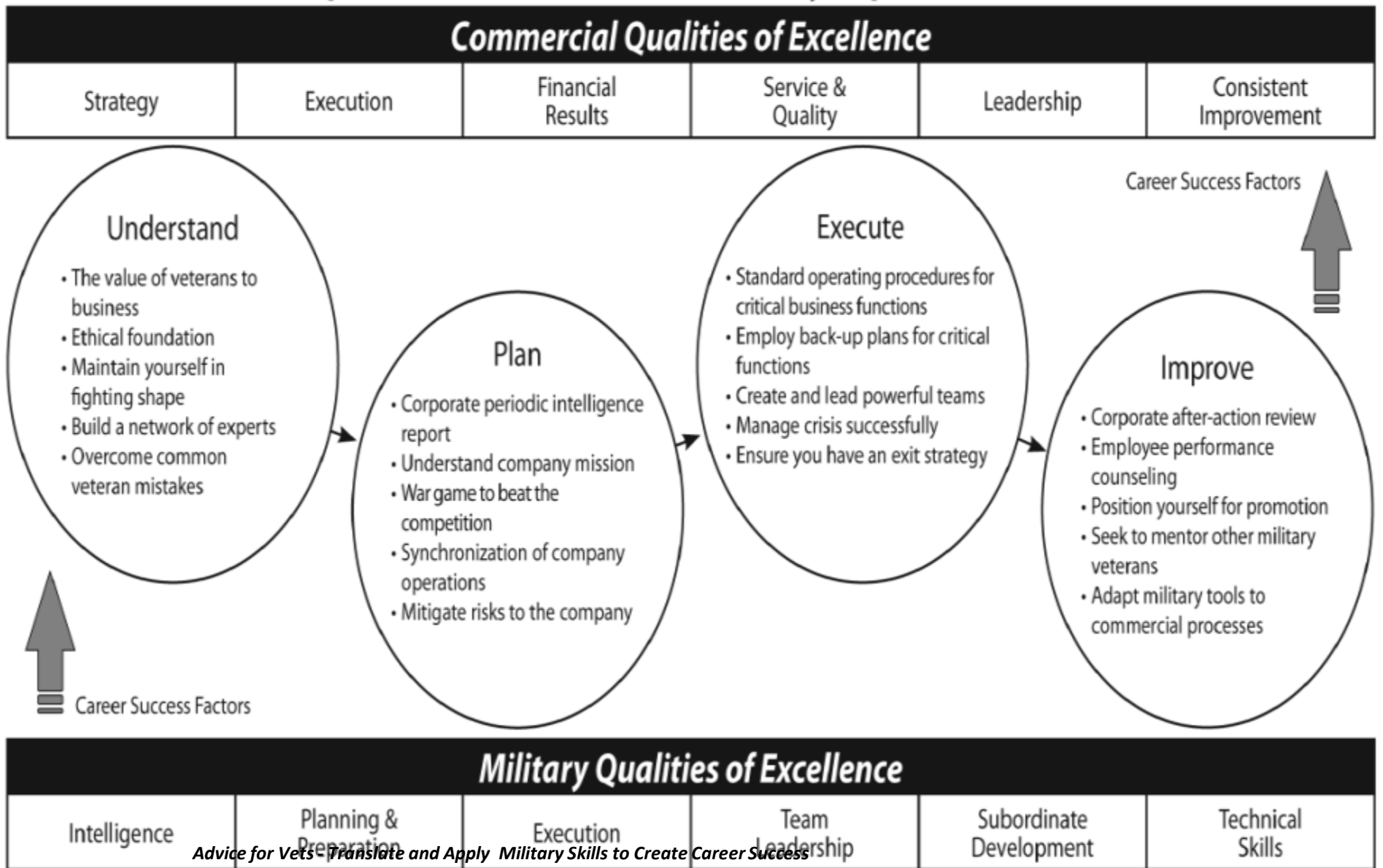


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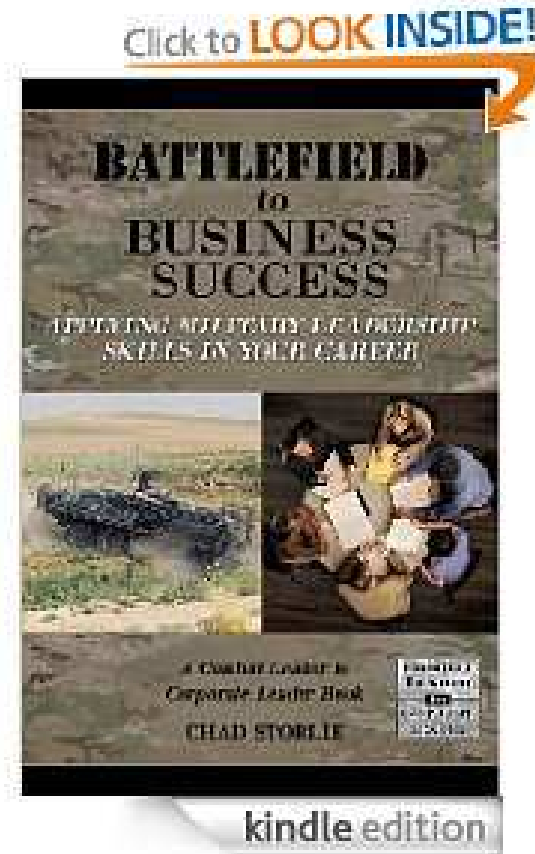
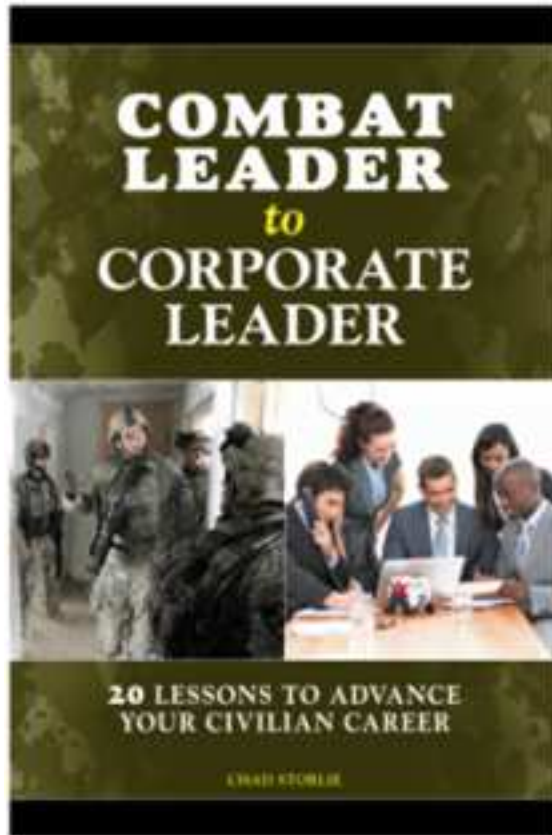
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The Combat Leader to Corporate Leader Framework

Combat Leader to Corporate Leader Translates Military Experience to Commercial Success!



Books by Chad Storlie



Combat Leader to Corporate Leader And Battlefield to Business Success



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News Links of Military Skills in Business

- (1) Inc. Magazine - <http://www.inc.com/articles/201109/chad-storlie-on-managing-with-commanders-intent.html>
- (2) Oxford Leadership Journal - http://www.oxfordleadership.com/journal/vol2_issue1/storlie.pdf.
- (3) HBR Blog - <http://blogs.hbr.org/frontline-leadership/2010/10/the-value-of-military-skill-se.html>
- (4) HBR Blog - <http://blogs.hbr.org/frontline-leadership/2010/11/dont-play-golf-in-a-football-g.html>
- (5) McChrystal Video - <http://www.inc.com/video/201111/united-states-army-general-stanley-mcchrystal-on-how-to-communicate-in-crisis.html>



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Military Skill Sets in Business News Stories



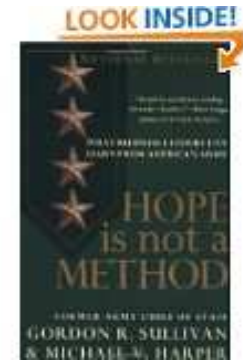
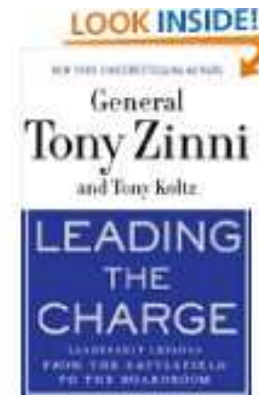
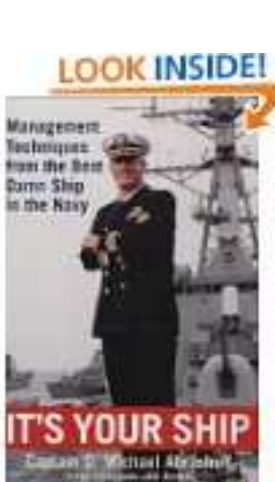
Articles Located at <http://www.combattoocorporate.com/news/>



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Resources to Apply Military to Business



- Learn How to Support the Company's Culture, Operations and Goals by Translating and Applying Your Military Skills to Create Business Results



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Case Studies



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Case Study - After Action Review

Question: How Do We Sustain What Went Well & Improve What Did Not Go Well?

Steps in the AAR:

- Step 1: Establish an environment for review and introspection.
- Step 2: Provide a brief overview of what happened and divide the operation into segments.
- Step 3: Identify strengths, weaknesses, and recommendations for improvement in each business function.
- Step 4; Create an action plan for improvement, and follow-up to ensure that the improvements are happening.



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Case Study - Alex Gorsky – J&J CEO & Former Army Officer ²⁴

In Feb 2012 Alex Gorsky was appointed the Chief Executive Officer (CEO) of Johnson & Johnson. Gorsky has had a rapid and extremely successful rise through Johnson & Johnson (J&J) as well as other medical and pharmaceutical companies. Importantly, Gorsky is a former US Army Captain, a US Army Ranger School graduate, and Airborne qualified.

From the 2/22/2012 Wall Street Journal, Page B1:

“Johnson & Johnson picked company veteran Alex Gorsky as its next chief executive, giving him the reins to a health-products giant that makes some of the world's most well-regarded medicines but whose reputation has been battered by quality problems at such iconic brands as Tylenol. The 51-year-old Mr. Gorsky will take the helm of J&J this April as it struggles to overcome the quality problems that have cost it more than \$1 billion in lost sales and forced the shutdown of a production plant. . . Mr. Gorsky is a former U.S. Army Ranger who began his J&J career as a pharmaceutical sales representative in 1988 and has held leadership positions in J&J's pharmaceuticals and medical-device businesses.”

In a series of interviews in previous publications, Alex Gorsky credits the values, mentoring, and mission focus of the US Army as being critical to his career success as well as instrumental in leading successful business teams. Here are a few of the outstanding business quotes where Alex Gorsky describes the full value he gained from applying his military skills to business.

Gorsky Lesson #1: Mission Focus & a Can Do Military Culture: “[T]he military’s CAN-DO culture has helped him in business. ‘There’s a general attitude in the military of trying to do everything possible to accomplish the mission. We have the same kind of commitment to improving patients’ lives. We face daunting challenges every day, and it’s important to do our best to come up with solutions.’”

Gorsky Lesson #2: Mentoring & Coaching Essential to Building Talent. “David (a J&J employee) says Gorsky continued to mentor her even after he left J&J for Novartis, responding ‘almost instantly’ to emails and calls no matter where in the world he might be. “You have to be involved, and that means being approachable, making yourself available, and providing candid, specific feedback.”

Gorsky Lesson #3: Values and Purpose Are What Build Success for an Organization. “People want to feel like they’re working for a higher purpose, for something enduring. Johnson & Johnson’s Gorsky argues that focusing on “people and values” is a key strategy to sustainable success. Using his employer as an illustration, Gorsky mentions J&J’s decades-old “credo,” which speaks to the firm’s responsibility toward customers, employees, communities and, lastly, shareholders. The credo provides grounding for employees, he says, particularly important “at a time when everything seems to be changing.”



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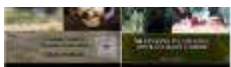
Case Study: Value to a Business – Be a Teacher

Some of my best memories from the military center around teaching. When I was a 2nd LT stationed on the DMZ in Korea, I remember when two Sergeants spent their evenings with me to teach me 4.2" mortar gunnery. The 4.2" mortar was a beast of a system: heavy, dependable, effective, and hard to master. Yet, these two NCO's knew it was an incumbent part of their duties to teach their new leader skills that I needed to be proficient in my job. I also remember being a teacher constantly in every position, unit, and deployment. I taught mission planning, map reading, radio systems, and various forms of marksmanship to groups from officers to new enlisted personnel. The dual teaching and learning process is a fundamental aspect of military leadership. It is also a fundamental aspect of business.

Business leaders view their responsibility to deliver financial results as their number one accountability. Business leaders define their responsibilities in the form of revenue, new customers, cost savings, process improvements, and product development. Business leaders must deliver the financial results that their boards and shareholders, customers, and employees demand. Results are a key requirement of business, but they are not the only requirement of a business leader. A common shortcoming of business leaders is that they omit the development of business talent and the improvement of their team. Business leaders must see through the constant demand of immediate business results and ensure they pay equal, if not more, attention to the long-term strategic well being of their company by growing and developing talent. The business leader must not only be a business leader, but also a business teacher. The art and importance of teaching is a key leadership principle that military veterans can teach to business leaders at every level of an organization.

Teaching in business can take many forms. Business leaders can teach traditional classes in their organizations, in the community, at high schools, or at local colleges where they pass the knowledge of their experience and passion onto a generation of future workers and employees. Indeed, there is no comparison to a business lecture conducted by a senior business executive as they impart all their business knowledge complete with examples and illustrated with management principles. A second form of business leader teaching is the "Teaching By Walking Around (TBWA)," a modification of the famed "Management By Walking Around (MBWA)." TBWA involves visiting with subordinates, understanding their workplace challenges, and then teaching them one or several of your problem solving skill sets to help them create a solution. For military veteran business leaders, the translation of military skills to business in the form of PACE, counseling, risk management, and the war-game process can impart military-to-business skills sets that will transform the organization. TBWA teaches new methodologies and leadership techniques, it does not teach solutions. Business leaders need to teach new methods and improvements to processes that lower level business leaders can then attack with their own initiative and motivation. The key to TBWA is to listen, understand, impart a new technique, and then leave the manager to find the solution and implement it using their own initiative.

Military veterans in business can make a huge impact in their career when they apply the principles of teaching and learning they acquired in the military. One of the best ways to be promoted in business is to train your own replacement or replacement (s) so they continue the business results and improvements that you and your team created. Teaching is one of the most unselfish ways that a business leader can demonstrate the threefold importance of achieving business results, improving an organization, and the vital importance of developing junior business leaders. As you look for a new position or a promotion in your own organization, look and see how much you are teaching others in your organization to succeed. A great business leader delivers results and teaches others how to deliver great results.



Case Study – Disney Parks Command Center

The *New York Times* ran a detailed story on a new attraction at Walt Disney World in Orlando, FL. The new Disney Operational Command Center is everything that it sounds like. A state-of-the-art, technology driven command center in a central, protected location that supervises everything in Disney World to ensure that theme parks guests, employee, and services run smoothly, effectively, and on time. To a veteran, this news story about an Operations Center (OPCEN) seems like a “no-brainer.” An OPCEN? There are probably several hundred military OPCEN’s operating globally, 24-7, and under combat conditions. Why, when Walt Disney does it, this becomes a news story?

The Walt Disney Operational Command Center is news precisely because the adaptation of military concepts to civilian organizations is a vast and great unknown. Today, Gulf War II veterans (primarily Iraq and Afghanistan combat veterans) are less than 0.5% of the US population. The US public knows very little of what the day-to-day military does; let alone how to adapt military skills and methods to their organizations. The lack of public knowledge concerning the benefit military methods can and do bring to Disney and countless other organizations are a great advantage point for veterans in their career search and career advancement.

The essential point for a veteran is that they have to weave the application of military skills into the organization’s culture and work processes. The Walt Disney culture is all about teamwork, positive customer experience, authenticity of performers (workers) to their roles, safety, and efficiency in the face of growing crowds. Knowing this, the Disney Operational Command Center was not seen as a top down command and control center. Rather, it was a place to monitor ride line length, safe operating conditions, and to mitigate other potential effects of customer dissatisfaction. The Disney OPCEN supported the company culture and existing work practices. In this way, the weaving of a military process, the OPCEN, in support of Disney culture of customer satisfaction and customer experience was perfect.

As you look at potential employer’s and your career progression, understand the problems your company experiences, the culture of how your company operates, and how the military skill set will be a solution to the organization.



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Case Study – Disney Parks Command Center

Here are three ideas how military skills add value to organizations:

Leverage Your Military Experience to Your Company and Job. Veterans need to translate their military skills to their businesses and organizations in a fashion that supports the culture and work practices of their company. First, sit down and describe one accomplishment that you performed in the military, the problem that it solved, and why it was successful. Second, list the skills that you used to accomplish the military task successfully. Third, list problems within the company that could be solved by using some or all of these skills. For example, maybe you started a regular meeting of tribal elder's or shopkeepers in your AO in Afghanistan to discuss problems and look for solutions. These meetings produced military skills sets of coordination, negotiation, planning, and leadership. Could you set up a series of meetings with your company's customers to generate ideas and discussion on what your company could provide in the future?

Start a Veteran's Network in Your Organization. You do not have to have all the great ideas. Get a group of veterans' together, brainstorm, and plan how to implement military skills to solve your organization's problems. Military Veteran Employee Resource Groups (ERG's) serve a variety of roles to help companies employ more veterans, keep veterans on as employees, serve as a resource base for deployed employees, and help veterans translate military skills into improving the company's business. No matter your organization's size, a military veteran ERG is a great idea.

Get Out in the Field, Inspect and Learn. In the military, inspections, field visits, and "walking the line" were an implicit responsibility for leaders at all levels. In business, conducting field visits with customers, manufacturing locations, and the like can make a huge difference in your career, allow you to understand the business, and establish a special relationship with your customers. If you do not know what to do, get out and look at the problem from your customer's perspective.

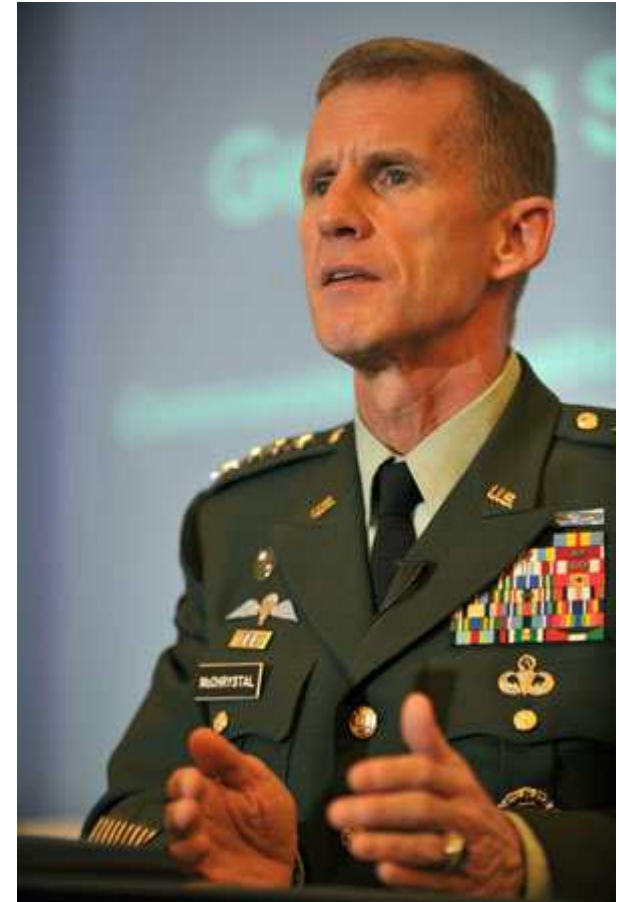


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Case Study - Commander's Intent

- Question: What Does Winning & Success Look Like?
- McChrystal In Inc Magazine – “The Idea Of Clearly Expressing Your Vision Of An End Result Is Know As Commander's Intent.”
- Commander's Intent Describes How The Commander (Read: CEO) Envisions The Battlefield At The Conclusion Of The Mission. It Shows What Success Looks Like.



GEN (ret) Stanley McChrystal



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Case Study: How To Use Commander's Intent

- Describe in Detail What Success Looks Like (Marketing Terms).
 - Price
 - Carloads
 - CSS
 - Long Term Relationship
 - Operating Ease
 - Etc
- Focus on the “Why” This Makes Sense for UP.
- Emphasize What Success Looks Like and Why It Makes Sense – Leave the “How” Alone . . . For Now.



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Case Study: War Gaming

Question: Have You Fully Anticipated How the Competition Will React When You Execute Your Plan?



- War Game: An Independent Process That Matches a **Draft Plan** Against **Anticipated Competitor and Important Stakeholder Actions** to Determine **Necessary Plan Adjustments** to Create the **Optimum Changes of Success**.
- The Result of a War Game Reveals Anticipated Actions of Competitors, Customers, and Suppliers Against a Draft Plan. The Business Plan Should be Updated / Modified / Adapted to Ensure That The Plan Has It's Best Chance of Success.



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Case Study: Use Commercial War Gaming

1. Come Up With Your Best Plan.
2. ID Key Actors to Make the Plan a Success / Failure.
3. Divide Your Plan Into Distinct Phases:
 1. Contract Example: Phases: Price, Duration, Revenue, Capacity, Car Selection, etc.
4. Conduct the War Game
 1. Identify Independent People to Play Customer, Finance, Operating, etc.
 2. Have a Recorder / Judge.
 3. Determine What Customer, Operating, etc Will Say & Do on Your Proposals. Record The Results.
 4. Determine an Action (s) to Counter the Negative Effect.
 5. Update Your Plan.



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Contact Information



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