

Intentional Workforce & Career Development

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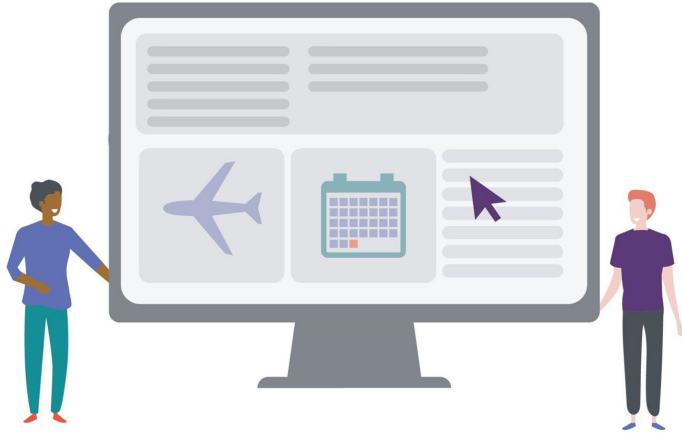
USAF, Retired



Intentionality

...in workforce and career
development.





Scene setting.

What's around us

- Cyber/IT capabilities top of mind
- AF retention
- Knowledge is cheap; workforces are hard



Challenge — opportunity.

And why you might stay and listen: the opportunity to grow your people.

Outcomes:

- Skilled workforce
- Mission delivery

The conventional approach is only half the story.



Grow with intention.



“Nobody
finishes well by accident.”

John C. Maxwell, *Intentional Living*.



Focus on
growing,
over
promoting.



That means...

Combining training
and coaching.



Training vs. coaching

Training:

- Knowledge + skills
- (Often) delivered out of context
- Creates producers

Coaching:

- Skills + wisdom
- Delivered in context
- Rooted in care
- Creates *problem solvers*



“Coaching is the hands-on act of caring; it bonds people to each other and the organization.”

Ram Charan, Stephen Drotter, and Jim Noel, *The Leadership Pipeline*



Coaching at Fearless.

Building a culture of coaching.

- “OJC”: On the job coaching.
- “Everyone is a coach” mindset.
- Team/Individual Coaching
 - Technical
 - Career

People work best when they do what they love.



Spotlight: ARMS.

Coaching by/for Air Force

It's crazy what you learn from just being around people

Airmen bringing past experiences to share with the team

Intentional Pair Programming



Coaching in the Air Force

Where to start.

1. Recognize that you are coach
2. Treat coaching as a skill
3. Reflect frequently

When did I last talk to my people about what they love to do?

How am I creating wisdom with them?



Develop skills
and mindsets.



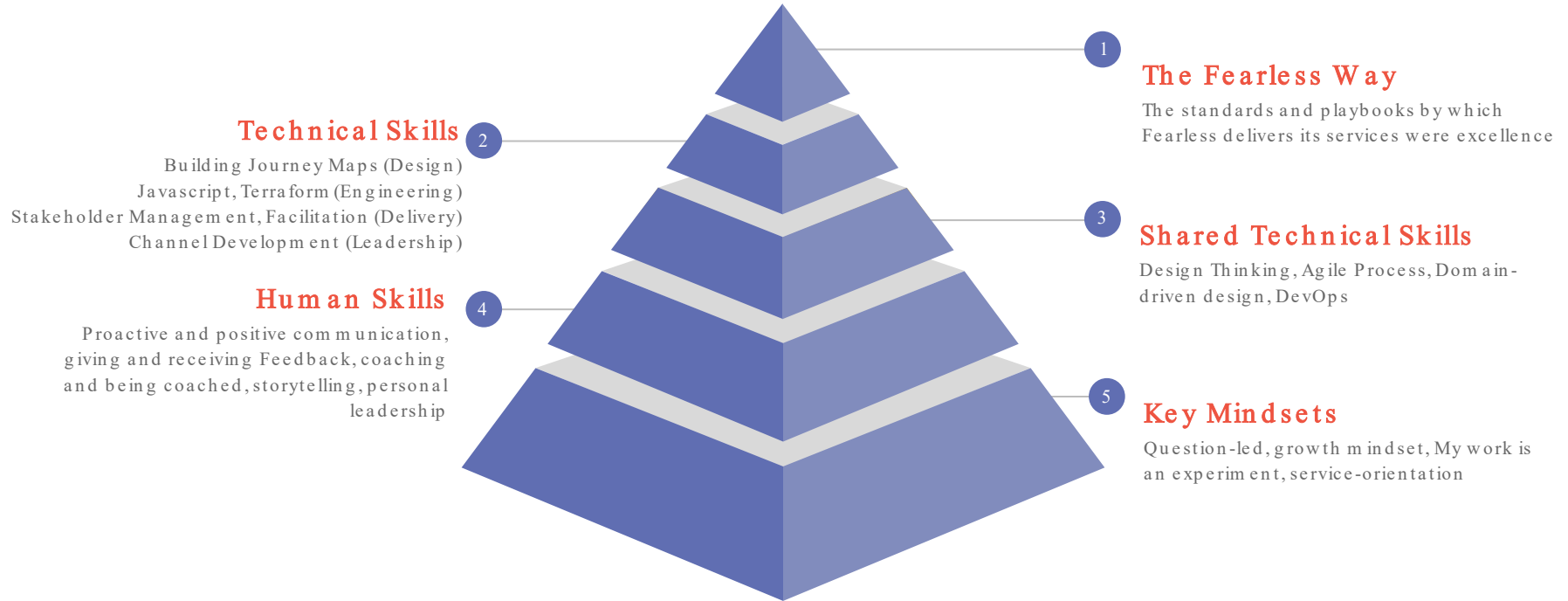
“In wicked domains that lack automatic feedback, experience alone does not improve performance.

Effective habits of mind are more important, and they can be developed.”

David Epstein, *Range*

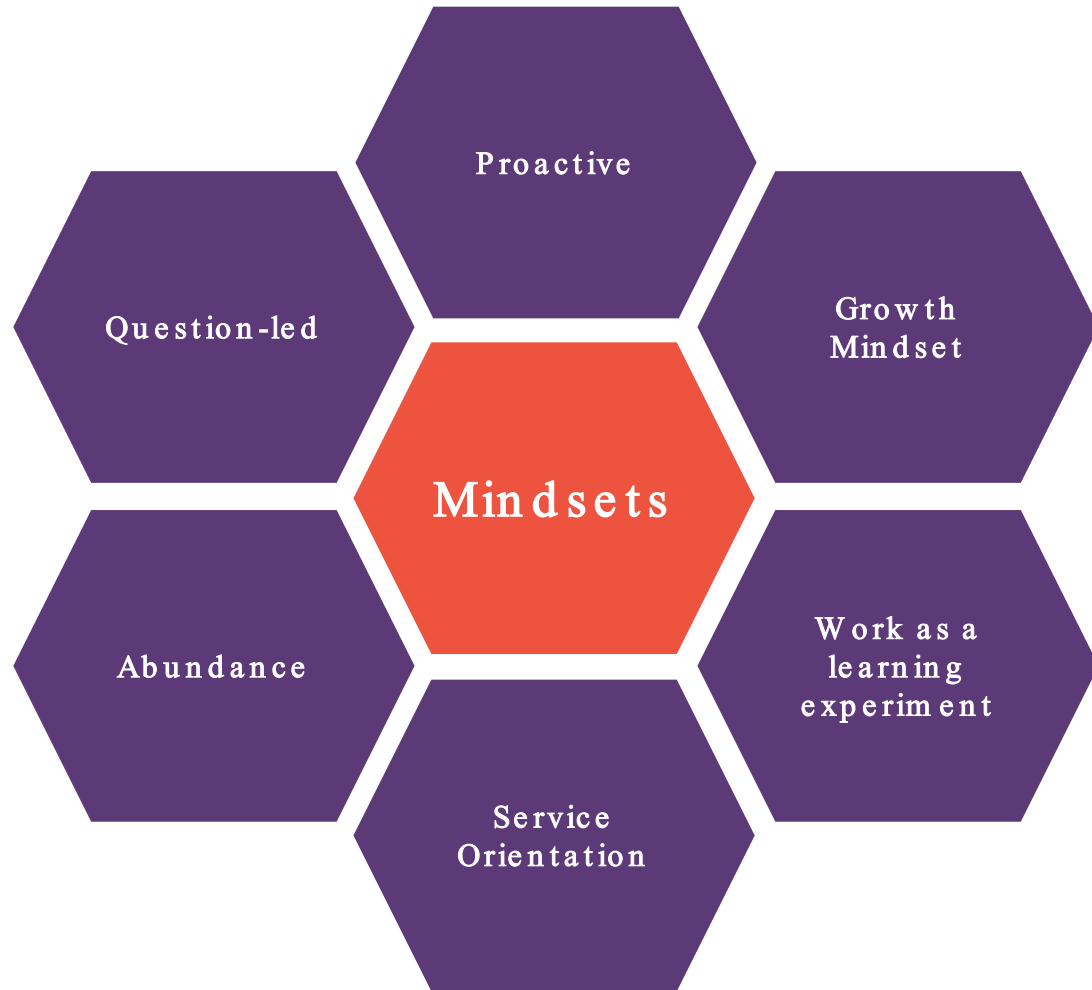


What we learn and coach.



Upskill Upmindset.







Emotional Intelligence (EI) in the Air Force

Air Force and Fearless have the same approach.

- Emotional Intelligence included in Basic Training
- Feedback on EI scale
- EI is establishing a set of attitudes among members of the Air Force (i.e., mindset)



Up **mindset** ting in the Air Force.

Where to go next.

- Lean into EI training
- Model behavior, create spaces for discussion, support intentionality about mindset growth
- Find what compels you

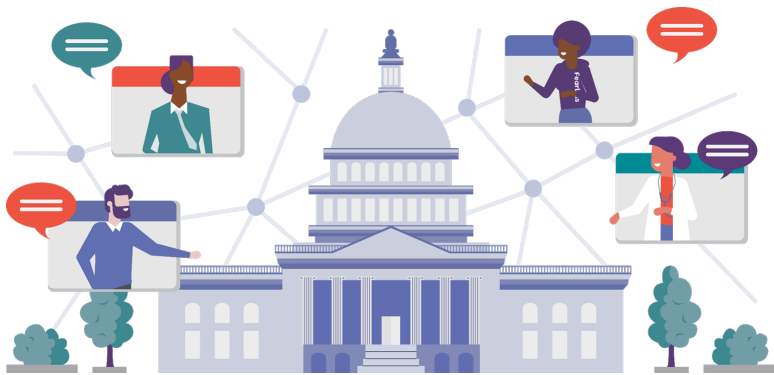


Activate your vendor -partners.



Starting with what you
have will get you
what you
need.





Vendor -partners.

They do more than make widgets.

Share and grow together

Your best vendor-partners will see their responsibility to help develop your workforce.

Why?

Your vendor-partners are invested in your outcomes, before, during, and after any contract



Spotlight: ARMS

Worked side by side with Fearless in Baltimore.

Treated as part of the family.

Exciting opportunities for Airmen.





Skillbridge

It pays for them ; it pays for you.

Paid to intern with an expert in that skillset.

Fearless' first two Skillbridge partners:

- Chance Crawford
- Matthew Hartman

Skillbridge isn't just about Air Force members leaving, it's also about them staying.



Summary

Key takeaways.



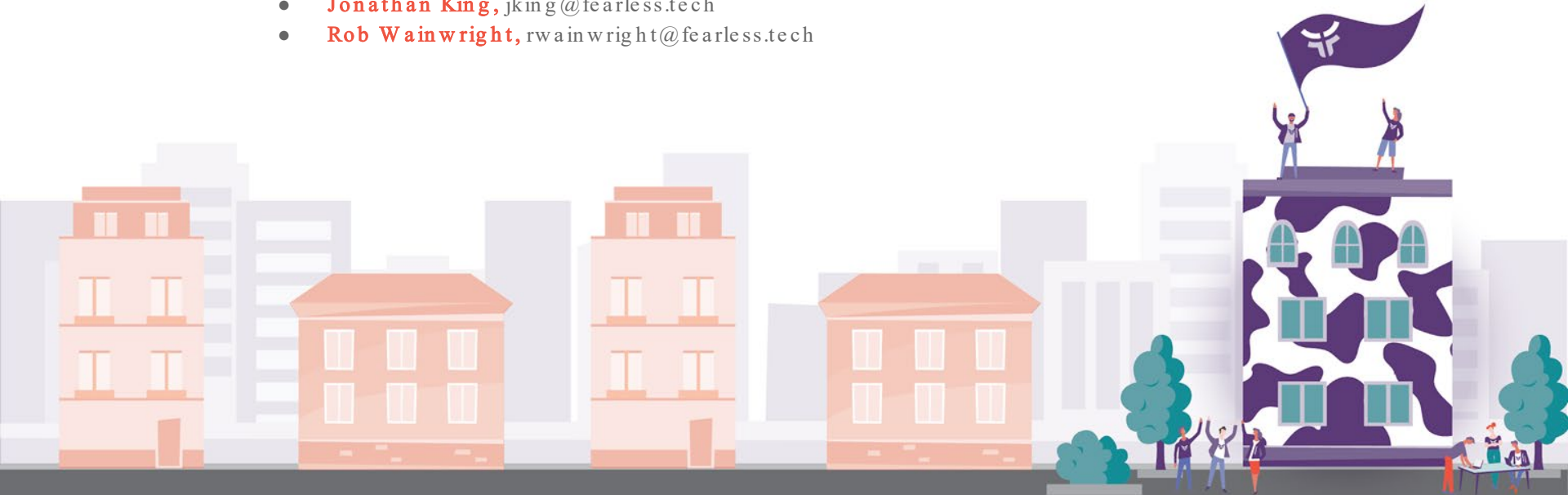
-  1 Growing over promoting
A skilled workforce stems from a culture of coaching
-  2 Developing skills AND mindsets
Invest in individuals and programs that upskill and upmindset
-  3 Activating your vendor-partners
The best vendor partners will join you in developing your workforce



Want to learn more?

Get in touch!

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