

# A Question of Style

What HR and career professionals need to know about “misunderstood” candidate groups such as veterans



Advancing  
Career  
Development  
in Canada

Promouvoir  
le développement  
de carrière  
au Canada



[www.challengefactory.ca](http://www.challengefactory.ca)

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

## Agenda

- ✓ About Challenge Factory
- ✓ About the research
  - Methodology
  - Psychometric Assessments and our research
  - Research Participants
- ✓ Research Results
  - Areas of focus
  - What you need to know
  - What you can do
- ✓ What's Next



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# The 5 Drivers of the Future of Work

We've identified a unique set of Future of Work Drivers that are impacting workforces and workplaces everyday.

Demographics



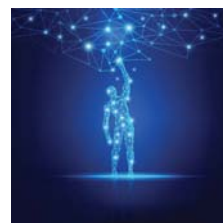
Career Ownership



Freelance Economy



Rise of Platforms



AI & Robotics



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## About Challenge Factory

Challenge Factory helps both employees and employers embrace the Future of Work with solutions and strategies to supercharge workforces and capitalize on today's trends.

Research



Consulting



Training



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## Why Veteran hiring? Why now?

### Demographics



### Career Ownership



### Freelance Economy



## Talent Economy

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## About The Research

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## About The Research

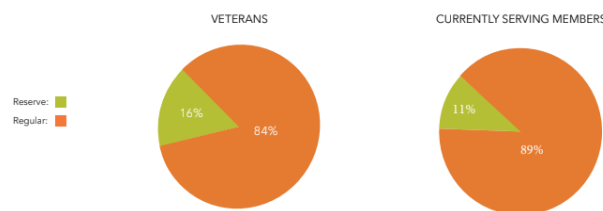
- Sponsored by the Canadian Armed Forces and supported by Veteran Affairs Canada
- Explored employer bias regarding Veteran working style, motivators and competencies
- Analysed psychometric assessments of currently serving members, veterans and employers
- The results identified several key learnings for career professionals, recruiters and hiring managers
- Results were used to generate an infographic and a self-assessment for career practitioners & employers to test understanding of Veterans as a hidden talent pool



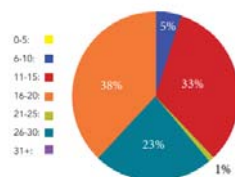
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## Veteran & Serving Member Demographics

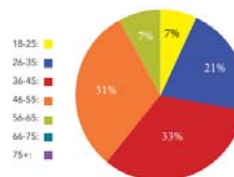
### MEMBER TYPE



### YEARS OF SERVICE



### AGE



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## Employer Demographics

### INDUSTRY

Other Service Industry: 24%  
 Accommodation, Food Service: 3%  
 Health and Social Service: 7%  
 Educational Service: 10%  
 Government Service: 3%  
 Business Service: 14%  
 Finance, Insurance: 21%  
 Retail Trade, Insurance Agent: 3%  
 Communication, Utility: 7%  
 Construction: 3%  
 Manufacturing: 3%

### SECTOR

Private Sector: 21%  
 Non Profit Sector: 17%  
 Public Sector: 21%

### # OF EMPLOYEES

10 000+: 24%  
 5000 - 9999: 7%  
 500 - 4999: 7%  
 100 - 499: 14%  
 11 - 99: 10%  
 0 - 10: 38%



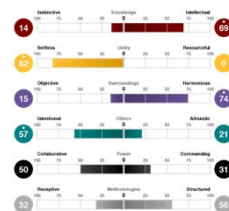
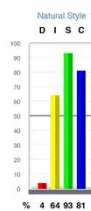
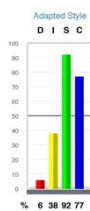
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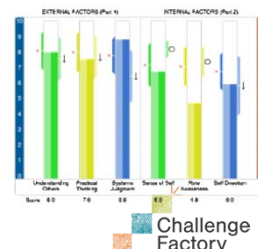
## Our Use of Psychometric Assessments



TTI SUCCESS INSIGHTS®



DRIVING FORCE	MOTIVATOR	DRIVING FORCE
<b>KNOWLEDGE</b> People who are driven by gaining and expanding their knowledge and using specific knowledge when needed.	<b>KNOWLEDGE</b> People who are driven by their knowledge and the ability to use it.	<b>KNOWLEDGE</b> People who are driven by their knowledge and the ability to use it.
<b>RELATIONSHIP</b> People who are driven by the relationships they build and the support they receive from others.	<b>RELATIONSHIP</b> People who are driven by the relationships they build and the support they receive from others.	<b>RELATIONSHIP</b> People who are driven by the relationships they build and the support they receive from others.
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<b>COLLABORATIVE</b> People who are driven by the relationships they build and the support they receive from others.	<b>COLLABORATIVE</b> People who are driven by the relationships they build and the support they receive from others.	<b>COLLABORATIVE</b> People who are driven by the relationships they build and the support they receive from others.
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## Our Use of Psychometric Assessments

- ✓ Research
- ✓ Hiring
- ✓ Team development
- ✓ Uncovering biases



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## Research Hypotheses

### Veteran: Initial Hypothesis

- Canadian military members and Veterans have a different profile of communication style compared with typical corporate Canadian norms.

### Employers: Initial Hypothesis

- Civilian hiring managers have preconceived notions of military-candidate communication style that is not aligned with the actual style, potentially leading to miscommunication in the early stages of interaction.



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## Research Findings

### Veteran: Initial Hypothesis

- Canadian military members and Veterans have a different profile of communication style compared with typical corporate Canadian norms.

### Veteran: Study Findings

- CF Members and Veterans (CF/V) respondents did demonstrate a profile that is different than the average Canadian norm data.



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## Research Findings

### Employers: Initial Hypothesis

- Civilian hiring managers have preconceived notions of military-candidate communication style that is not aligned with the actual style, potentially leading to miscommunication in the early stages of interaction.

### Employers: Study Findings

- This hypothesis was confirmed with significant differences noted in employer perceptions of both style and driving forces.

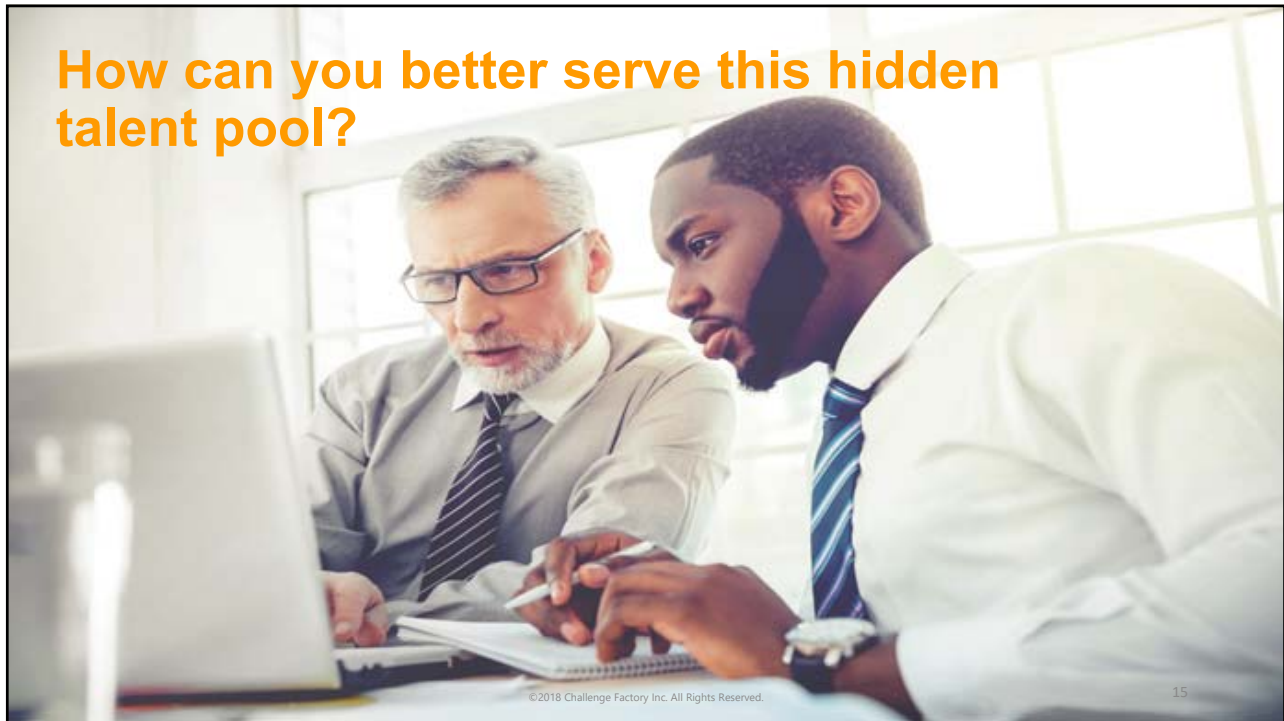


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## How can you better serve this hidden talent pool?



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## 3 Steps of the Employment Journey

Challenge Factory strongly believes, once provided with the information, tools, and support, career practitioners will be effective in integrating Veterans into civilian transition programs and peer groups.

We have mapped our findings into the 3 steps of the employment journey

### Job Exploration



### Job Transition



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### Job Retention



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## Job Exploration

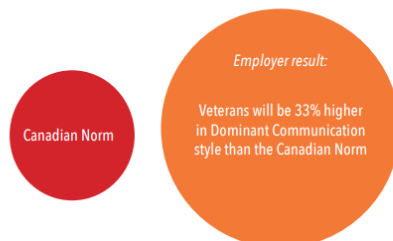


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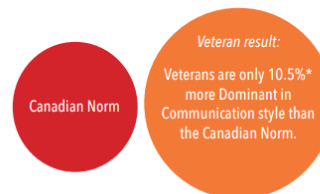
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## Job Exploration – What You Need To Know

**Employers believe  
Veterans have a more  
dominant working style**



**Our study found  
little difference**



\*Less than 1 standard deviation



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## Job Exploration – What You Need To Know

During the job exploration process,  
Veteran candidates may benefit from:



These provide Veteran job seekers with enhanced  
**self-direction, role-awareness, and sense of purpose** during times of change.



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## Job Exploration – What You Can Do

- Recognize that Veterans reflect the same diverse workforce as civilian Canadians.
- Decode and demystify the process
- Expect situational leadership and communication style – not a TV General



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# Job Transition



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## Job Transition – What You Need to Know

**During the job transition process, Veteran candidates will benefit from:**

NETWORKING TECHNIQUES



RELATIONSHIP MANAGEMENT  
TECHNIQUES



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## Job Transition – What You Can Do

- Civilian environments have hidden cues for relationship and behaviour. Help make these explicit.



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## Job Retention



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## Job Retention – What You Need to Know

During the job retention process, Veteran candidates will benefit from:

CONTINUAL LEARNING



KNOWLEDGE ENHANCEMENT  
OPPORTUNITIES



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## Job Retention – What You Need to Know

Our study applied a model that examines workplace motivators across six categories:

**Knowledge, Utility, Surroundings, Others, Power and Methodologies.**

Understanding a person's motivators can ensure cultural and role fit as well as continued engagement and motivation.

**Knowledge**



**Utility**



**Surroundings**



**Others**



**Power**



**Methodologies**



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## Job Retention – What You Can Do

- Make sure the role fits the candidate – including the reward/recognition model – not preconceived notions of work Veterans can do.
- Consider that candidate will be “immigrating” to civilian culture and your corporate culture while onboarding
- Recognize that Veterans never shift out of transitioning to civilian life. Their military identity remains part of who they are for life. Help employees integrate new role into their identity, not replace it by a specific deadline.



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## What's Next

### Deeper Review of the results

- Download the infographic and book a consultation to discuss relevance in your organization
- Have recruiters/managers from your organization take the assessment and request a benchmark study
- Visit [www.challengefactory.ca/veteranprograms](http://www.challengefactory.ca/veteranprograms) for additional tools (including a free self-assessment for hiring managers), research findings, courses and materials

### The Study Continues

- Will you invite 5 employers/business leaders to take the study?

### Let Us Know

- How can we support you to leverage hidden talent pools within your organization?



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## What's Next

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