



# You, Inc.

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# The Road Not Taken

by Robert Frost

**Two** roads diverged in a yellow wood,  
And sorry I could not travel both  
And be one traveler, long I stood  
And looked down one as far as I could  
To where it bent in the undergrowth;

**Then** took the other, as just as fair,  
And having perhaps the better claim,  
Because it was grassy and wanted wear;  
Though as for that the passing there  
Had worn them really about the same,

**And** both that morning equally lay  
In leaves no step had trodden black.  
Oh, I kept the first for another day!  
Yet knowing how way leads on to way,  
I doubted if I should ever come back.

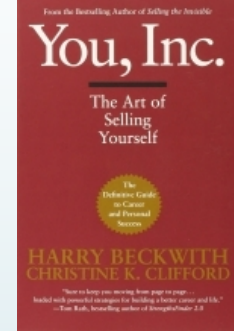
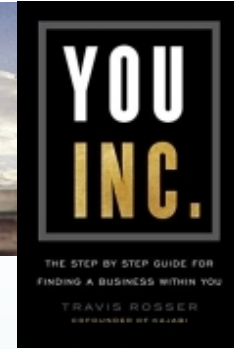
**I shall** be telling this with a sigh  
Somewhere ages and ages hence:  
Two roads diverged in a wood, and I—  
I took the one less traveled by,

**And that has made all the difference**

# This Presentation

- ▶ If I'm the only one talking this will take about 35 minutes
- ▶ Interactive – you have stories to tell too – use the chat!
- ▶ We have 60 minutes
- ▶ I am a Storyteller, but I'm also a Story Listener!
  - ▶ If you agree with me, I like you and will listen
  - ▶ If I disagree with you we will cut the microphone off and you'll get to listen to me more (I'm kidding!)
- ▶ Don't walk out or you'll get Weinberged – even on a virtual platform!

# Disclaimer



- Google search yielded 6,800,000,000 results – includes some you may not want to use (down from 10.28B in 2020)
- You. Inc. is a behavioral health and education agency in central Massachusetts
- Two Books (I've read neither)
  - You, Inc. *The Art of Selling Yourself* is a book written by Harry Beckwith and Christine Clifford Beckwith.
  - You Inc. The step by Step Guide to Finding a Business Within You, by Travis Rosser,
- YOU, Inc. is Hensel Global's Brand – Pioneering expertise in Human Performance Engineering, Strategy and Coaching to create a highly advanced, supercharged human performance system
- The thought for this presentation came from my first ever exposure to ASMC at the 2002 Alamo City PDS in a presentation of the same title given by Mr Joe Jeffries, DCSR, US Army Training and Doctrine Command.



# Deflection Points in Life

- 2020-2021 Pandemic changed us – Forever!
- We all have them
- They may change the very character of what you are and what you will be
- They come at the most inopportune time – or right when you need them
- They are the counter-factual to what we think should be (there's a story here)
- Ron Lloyd told me, “Each of us is made with one common link, With one end you sit, with one end you think, Your success is determined by the end you use, Heads you win, tails you lose.”

# One of Many Deflection Points in My Life

“So, Pat, you’re now the G8 of all of Army North, tell me where do you see yourself in five years?”

Mr. Larry Winchel  
MAJ and DAC (Retired)  
February 2011

**My response.**

“WOW, Larry. I sure wish I knew how to answer you. I have not thought of where I will be in five years. I’ve been too busy thinking about what I need to do for the command, I forgot all about me.”

**Then I began thinking . . .**

# The Circumstances Behind The Question

0700 VTC with Department of the Army

Working on my first cup of coffee

About 6 months into my new job (Note: This was  
over 10 years ago!)

Worked HARD to get where I was

and

**I had no clue as to how to answer Larry!**

# My Journey

- Retired after 20 years of active duty
- Economy went south 2 months before I was set to retire
- Thought I was GOLD – who could possibly turn me down with all of my experience?
- Had no real plan

**BUT**

- I **knew** people in places
- Had **spoken** with them about Me
- Was **willing** to do something I had never done before
- Was willing to be **responsible** for a large project
- Needed to take care of my **family**
- Had a **support** group





# My Journey (Continued)

- Knew how to **speak** with senior leaders
- Knew where I could begin

Then

- I began life as a Contractor (10 months)
- Transitioned into Civil Service (19+ years)
- Learned the System (Civil Service, Army Comptroller Proponency, Civilian Education System)
- Became an expert in my job and the jobs that supported me (civilian personnel / manpower / audits / eventually program and strategic financial management, etc.,)

# So, by now you're asking yourself – Why am I here?

or

## I wonder how I begin to think about You, Inc!

- We are going to assess where we are
- Look across six Personal Lines of Operation

- Profession
- Education
- Certification
- Family
- Spiritually
- Fiscally

### *Start with an Assessment*

Where have I been? Where am I going?  
What do I need to do? How will I get there?

Finish with Questions to answer

Where do you want to **be** in 1, 3, 5, 10 years?

What **positions** do you want to have?

Where in the world would you like to **serve**?

# Profession

- Every resume has a career objective – what's yours?
  - “I want to be the first ever member of Senior Executive Service to serve as Chief of Staff of Fifth Army”
  - Sounds GREAT
  - What am I doing to make that happen in my career?
- The killer statement for civil servants – I cannot wait to get my \_\_\_ (you fill in the grade)
- Unpaid political announcement from a hiring manager on USA Jobs resumes.
- If you don't know where you want to go – any road will get you there!
  
- More on the Next Page

*Finish with Questions to answer*

Where do you want to **be** in 1, 3, 5, 10 years?

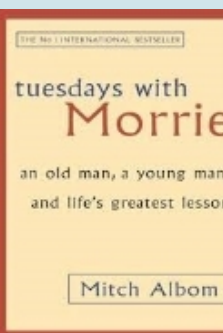
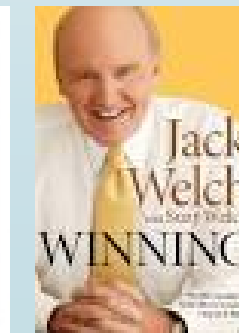
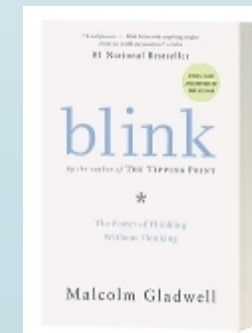
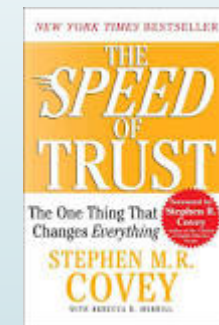
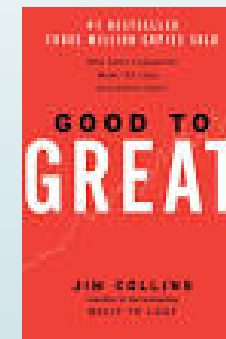
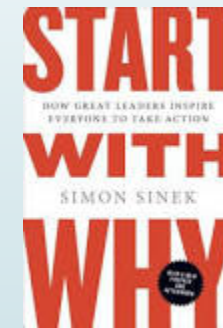
What **positions** do you want to have?

Where in the world would you like to **serve**?

# Profession

- DoD FM MyLearn Courses
- OSD (C) Rising Stars Program
- Army CP11 Financial Management Courses
- American Society of Military Comptroller PDS / PDI – be part and involved in your professional organization!
- NDU iCollege CFO Academy / FREE Master's Degree
- Defense Resource Management Institute (Monterrey, CA at Naval Postgraduate School)
- Army Executive Talent Management / Senior ETM / Development / TDY Programs
- Harvard Kennedy School Senior Executive Fellows
- DoD / Army / Air Force / Navy Training Opportunities
- Federal Executive Institute

- Watch Educational TV (C-SPAN)
- Ted Talks
- Read, read, read (Senior Leader Reading Lists)



# Education

- ▶ Minimum required today is a **Bachelor's** degree
- ▶ Most of your direct competition has a **Master's** Degree related to the career field
- ▶ On-line universities / degrees make this option more **obtainable** at a reasonable cost than ever before
- ▶ It is more than just college degrees – You have to learn to think **Critically and Analytically**
- ▶ There is **training** all around you
  - ▶ Some is specific to your **career field**
  - ▶ Some is **leadership**
  - ▶ Some is general knowledge about our “**business**”
- ▶ **GROW PEOPLE!**

*Once you have  
Education– it's yours!  
No one can take it  
from You!*

*Finish with Questions to answer*

Where do you want to **be** in 1, 3, 5, 10 years?  
What **positions** do you want to have?  
Where in the world would you like to **serve**?

# Certification

- ▶ DOD FM Certification is the **standard** in our profession (NDAA 2012)
  - ▶ CPA is a generally “new” requirement, only in the last 50 years has it become a standard
  - ▶ CPA is still not required for federal service, only 24 hours of accounting
  - ▶ Do you know what you call the Med School Graduate that gets the lowest B average? Yep – Doctor!
- ▶ CDFM, CGFM, CGA, CPA, CIA, CFE – any / all will do you well – and they substitute for DOD FM Certification)
- ▶ Tells your boss (and their boss) and hiring officials you have made a **personal commitment to excellence**
- ▶ In some cases, units can refund the cost of your certification (check before you launch off and pay \$5K to go to class and take tests (there are limits!))

***Finish with Questions to answer***

Where do you want to **be** in 1, 3, 5, 10 years?  
What **positions** do you want to have?  
Where in the world would you like to **serve**?

# Family

- ▶ When it is all said and done, and you retire, what you are left with are family and friends.
- ▶ They are important
- ▶ Take care of your family
- ▶ Put them in your priority list

*Finish with Questions to answer*

Where do you want to **be** in 1, 3, 5, 10 years?

What **positions** do you want to have?

Where in the world would you like to **serve**?

# Spiritually

- ▶ What do I believe? Do I know why I believe that?
  - ▶ Story about the Front Porch and Dr. Robert Lengel
- ▶ How do I practice what I believe?
- ▶ How can what I believe help me at work / at home / in my community?
- ▶ Personal Spiritual beliefs
  - ▶ Say a lot about the values we employ at work
  - ▶ They tend to drive us to excellence in all we pursue
  - ▶ They give us peace and rest and comfort

***Finish with Questions to answer***

Where do you want to **be** in 1, 3, 5, 10 years?  
What **positions** do you want to have?  
Where in the world would you like to **serve**?



# Personal Fiscal Responsibility

- ▶ How we manage our resources says a lot about who we are, what we believe and how we live
- ▶ “Live like no one else, so you can live like no one else” Dave Ramsey
- ▶ Be a Steward of Resources rather than a Consumer
- ▶ Know your spending habits
- ▶ Change them if needed
- ▶ Lessens stress on you / spouse / other people important to you
- ▶ Makes you more effective at work

*Finish with Questions to answer*

Where do you want to **be** in 1, 3, 5, 10 years?  
What **positions** do you want to have?  
Where in the world would you like to **serve**?



# Branding

- Swoosh
- The Real Thing
- Office
- iAnything
- #1 Club Gold
- Be All You Can Be
- A Galaxy Far, Far Away
- Power of Eights
- ASMCs of ASMC

How do people  
know you?

Develop your  
own Brand

# Next Steps

- ▶ Make a Brand of Yourself
  - ▶ Will help people remember who you are
  - ▶ What you have done
  - ▶ What you might be able to do for them
- ▶ Use your Service form to develop an Individual Development Plan
  - ▶ Forces you to think and then act
- ▶ Talk with your significant other
  - ▶ A five year plan without buy-in is a piece of paper with words
- ▶ Talk with your co-workers
- ▶ Talk with your boss
- ▶ Talk with your mentor

*Then*  
***DO SOMETHING!***

# Closing Thoughts

As an Observer Controller, I Always told units they had three options with my observations

--

**Do nothing**

**Wait and do something later**

**Do something now**

--

**What will you do?**

The Star Thrower  
Story by Joel  
Barker

Inspired by the  
writing of Loren  
Eiseley





# The Star Thrower Story by Joel Barker

Inspired  
by the  
writing of  
Loren  
Eiseley

There's a story I would like to share with you. It was inspired by the writing of Loren Eiseley. Eiseley was a very special person because he combined the best of two cultures. He was a scientist and a poet. And from those two perspectives he wrote insightfully and beautifully about the world and our role in it.

Once upon a time, there was a wise man, much like Eiseley himself, who used to go to the ocean to do his writing. He had a habit of walking on the beach before he began his work. One day he was walking along the shore. As he looked down the beach, he saw a human figure moving like a dancer. He smiled to himself to think of someone who would dance to the day. So he began to walk faster to catch up. As he got closer, he saw that it was a young man and the young man wasn't dancing, but instead he was reaching down to the shore, picking up something and very gently throwing it into the ocean.

As he got closer, he called out, "Good morning! What are you doing?" The young man paused, looked up and replied, "Throwing starfish into the ocean."

"I guess I should have asked, "Why are you throwing starfish into the ocean?"

"The sun is up and the tide is going out. And if I don't throw them in they'll die.

"But young man, don't you realize that there are miles and miles of beach and starfish all along it. **You can't possibly make a difference!**"

The young man listened politely. Then bent down, picked up another starfish and threw it into the sea, past the breaking waves. **"It made a difference for that one!"**

His response surprised the man. He was upset. He didn't know how to reply. So instead, he turned away and walked back to the cottage to begin his writings. All day long as he wrote, the image of the young man haunted him. He tried to ignore it, but the vision persisted. Finally, late in the afternoon he realized that he the scientist, he the poet, had missed out on the essential nature of the young man's actions. **Because he realized that what the young man was doing was choosing not to be an observer in the universe and watch it pass by. But was choosing to be an actor in the universe and make a difference.** He was embarrassed.

That night he went to bed troubled. When the morning came he awoke knowing that he had to do something. So he got up, put on his clothes, went to the beach and found the young man. And with him he spent the rest of the morning throwing starfish into the ocean.

You see, what that young man's actions represent is something that is special in each and every one of us. **We have all been gifted with the ability to make a difference. And if we can, like that young man, become aware of that gift, we gain through the strength of our vision the power to shape the future.**

And that is your challenge, that is my challenge. **We must each find our starfish.** And if we throw our stars wisely and well, I have no questions that the 21st century is going to be a wonderful place.

