

EPISODE 13

[INTRODUCTION]

[00:00:08] TF: Welcome to Job Search Strategies with Tiffany Franklin. This is Episode 13, and today we're going to talk about how veterans can find jobs after they have completed their military service.

I'm excited to feature Reuben Dickenson. Reuben is amazing. He is one of the best networkers I know. Reuben is the Vice President of Strategic Partnerships for Telemetry, which offers a wide range of Telemental health solutions and predictive analytics. Their partnerships range from large payers and military to provider groups and consumers. They are focused on achieving significantly improved outcomes as well as drastically increasing access to care.

Throughout his career, Reuben has worked at a combination of two Fortune 500 companies, including General Electric as well as various startups, where he goes in and takes them to the next level, orchestrating turnarounds. Reuben graduated from West Point with a Bachelor of Science in Engineering. He earned his Master of Science and Engineering and graduated magna cum laude from Vanderbilt University. Then he was appointed to the NASA Space Grant College and Fellowship Program.

My quick tip for today is when you are networking, it can really help if you connect with someone who's a super networker. Basically, these are people that it seems to come naturally to, and they're in positions that really facilitate a lot of networking. For instance, if you're talking about your alumni association. This would be a person who's the president of the chapter in your city. Or perhaps it's someone affiliated with the Chamber of Commerce. Basically, people who a large portion of their job is networking, and connect with them first. These people usually have a knack for making you feel comfortable. When you do meet with them, remember from episode 9, when Lauren was talking about networking, be interested and be interesting. Really listen to their story, talk to them a little bit about what you're looking for, and then maybe they will know somebody that they can introduce you to.

The main thing is be open to the possibilities and be genuine in your interactions with people. I feel each time I meet someone like that, I really learn something. That's why today, I'm really happy to connect with Reuben for this episode on how veterans can market themselves as they seek employment outside of their military service.

Thank you so much for joining today. I really appreciate you. Please be sure to subscribe at Apple podcasts, Spotify, iHeartRadio, Google Podcasts or wherever you get your podcasts. If you would like information on additional episodes, you can go to tjfcareercoach.com/episodes, and you will see features on each of my guests.

Today, I am here with Reuben Dickenson and I am excited because I have known Reuben, I think it's been now about two years, time just flies. He has been doing so many incredible things.

[INTERVIEW]

[00:03:20] TF: Reuben, welcome.

[00:03:21] RD: Thank you, Tiffany.

[00:03:23] TF: Walk us through your career path.

[00:03:24] RD: Sure. First of all, thanks for having me. I'm excited to be here as well. So, it's going to be a fun time that we spend here and hopefully will not only have fun, but also impart some lessons learned and tips and things like that for people who might be following the same career path that I have. As far as my career, I have to start even a little further back. I grew up very poor and that'll be something that comes up later to illustrate how I've made decisions and things like that. Sometimes I made them well, sometimes I didn't. I'll impart that transparently should that help.

I attended West Point for my undergraduate. That was a great opportunity for me to break the cycle of poverty and open up for the whole career world, initially the military and then elected to go into the civilian world. After serving an Army Aviation, retired from the military as captain.

I was stationed in Germany the whole time. That was an eye-opening experience for a boy from Kentucky to be able to go first off to New York, to school and then after flight school, my choice was either Washington State or overseas. I said, "I'm going that far from home, I might as well go see the world." So, I had an absolutely great time overseas serving our country.

[00:04:37] TF: What was your favorite part about Germany? So, my favorite part was the people and this will be a recurring thread. Great question by the by. So, I'm a natural people person, relationships and networking things like that come naturally to me. Meeting people from different cultures and having the friendly conversation but just seeing the world through their eyes, not only the world currently as it is, but also the history was just fascinating to me.

And then, of course, I love the skiing. I love the beer fests and all kinds of fun things. I had a great time. Then I decided to separate from the military and explore what a career would look like in the civilian world, because I never really experienced that growing up. It was the big unknown. So, going to give it a shot. Made an initial misstep and joined a company that I didn't enjoy the industry or the space. It was the physical security burglar alarm world. I knew a fellow graduate from West Point, who said, "Hey, come on in. This is a great place." It just really didn't excite me.

So, I had the opportunity to get a NASA fellowship and had an exciting time studying engineering at Vanderbilt. From there, got my foundation, a little more solidified. Based on that, coupled with the military experience, I was able to join GE in its heyday. General Electric was the most admired company, most admired CEO, just on an annual basis, you can almost set your clock by. It was a great chance to start off a large well-known company and I was in the health care division. Nashville, Tennessee, where I live, where I call home is a very big health care town. I knew as soon as I joined GE and moved around a bit, I knew healthcare was the place that I wanted to spend the majority of my career if I could, and that's how it played out.

I was with GE for about 14 years, and then went on to another large Fortune 500 company, Thermo Fisher and the life sciences world, and spent the majority of my time with those two companies. I left there to keep my family in Nashville. It's been a great ride, a great career, and I've enjoyed the heck out of it.

[00:06:45] TF: That's what I love to hear from people. What's the best career advice you've ever been given?

[00:06:49] RD: I would say it's all about networking, with a purpose in mind. I know that doesn't come naturally to everyone. But in career search mode, there are various stats out there that point to networking being the number one way that you land that position that you want. If that's a daunting thing, especially when you're a bit of a kind of nervous mode, because you're looking for that next role and don't have something solid. Currently, that's scary for anyone. There are great tools out there to be able to get past any concerns that you have during that phase of your career.

[00:07:27] TF: You are such a natural networker. You can tell that it suits your personality and you love connecting people with each other. What are some of those tools that you have found helpful for people?

[00:07:40] RD: Yeah, I think that the first thing that I would say is a great book that was recommended to me early on, was how to win friends and influence people. I candidly call that the Bible of business as well as personal relationships. It breaks it down in multiple ways, and teaches you that networking, and personal relationships isn't about you just talking about yourself. That actually has the opposite effect. It turns people off. It gets your mindset such that you are interested in other people, you ask them, you listen to them, and then along the way, they start asking about you. So, it reverses the paradigm, if you will, that you would think a natural networker is someone who just rattles off about him or herself. It's really just the opposite.

[00:08:27] TF: Such good advice. No wonder it's timeless. Reuben, when you completed your military service, how did you make that first step into the corporate world?

[00:08:36] RD: Tiffany, I would say that's a two-part answer. Because first off, I had a misstep initially and I'm glad for other people to learn from my mistakes, because I've made plenty of them. I've met someone and said, "Okay, if it worked for him, then it's going to work for me." And it wasn't for me. Fortunately, I had a soft landing because I also wanted to get a Master's Degree and falling into the NASA fellowship, if you will, applying for it, winning it. That opened

up a great alternative for me to really figure out what I wanted to do and do a course correction.

So, I would start by answering, here's the misstep, make sure you don't do that. Do more due diligence through course networking. I also attended a seminar, a career seminar, that was also hiring conference for junior military officers, went the direction of just saying, "Okay, based on a personal friendship, I took a flyer and that ended up being a misstep." I go in with the initial company. Meanwhile, at the hiring conference, I interviewed and had secondary follow up in-person interviews with eight companies, if I recall correctly, and probably would have enjoyed any one of those eight, rather than what I did, but make sure that you do due diligence because you can make missteps but it's okay if you do because you can recover from it. Put a plan in place and work the plan.

So then, but the second one was, how do you correct that initial mistake? For me it was go get a grad degree and then along the way, decide what I wanted to do with the rest of my life. That's the positive thing that came out of that journey.

[00:10:05] TF: I get that because I transferred grad schools. And for a while I've looked at it as a lost year. But then I realized, knowing what you don't want to do is just as valuable as knowing what you do want to do. That helped me be more purposeful with future decisions. Of course, there were other missteps that I made along the way too. But then each one I learned a little bit more. I am just curious, when you said, figuring out what you wanted to do with the rest of your life, how did you do that?

[00:10:34] RD: I trusted the fact and I'll talk to more people, started talking about the grad degree, and things like that. I learned one thing, don't be single threaded. So, the original misstep, talked to basically one person because this was before the internet, before things like LinkedIn. I hadn't grown up in a kind of a corporate world type family. So, didn't know to put together what I call team Reuben or like you would team Tiffany, to have that close relationship with mentors, who can help guide you, bounce ideas off of each other, and things like that.

So, as I was in grad school, I said, "Okay, what do I want to do with a grad degree?" Because I'm not a natural engineer. I'm more of a people leader. So, I said, "Okay." But at the same

time, at least I'll have affinity for people in a technical field. So healthcare, specifically healthcare imaging, X-ray, MRIs, CT scanners, ultrasounds, et cetera. So, it really helped me to have a closer group of people who once I figured out what my career goal was, because you got to have a plan, to go to the start of that plan, and then put it together, just started knocking on doors, as I got in the last year of my grad degree.

The other great thing about that whole journey was that allowed me to meet the woman I would propose to and marry and have four kids with. It's all part of a good journey here. That worked out well also.

[00:11:59] TF: What a great story. What was it that you were doing at NASA?

[00:12:05] RD: It was a NASA fellowship. So, they were funding research projects. It was a mechanical engineering program. Early on, the head of the department walked in and said, "We want to do some kinematics studies of gloves, space gloves, spacesuit gloves. We want to use this newfangled technology called magnetic resonance imaging, MRI, and we'll be doing it over at the Vanderbilt Medical Center." I was first person on my feet, learned early on in the military when to volunteer and when not to volunteer. So, I was like, "That sounds great." While I was a mechanical engineer, the majority of what I did was actually more biomedical in nature through both chance happening, as well as having a plan to figure out what I wanted to do with the rest of my life. That opened the doors to doing research in a medical field, which led me to say, "Hey, healthcare is the industry in the space I want to be in."

[00:12:57] TF: It's interesting with a lot of the people I coach and have worked with over the years, I don't find many people have a straight line in their careers. But yet, it's back and forth. But if you look back, there were little clues or things along the way that you're like, "Oh, I'm incorporating that later." Tell me what was the biggest adjustment to corporate life after being in the army? And whether that's with that first misstep or the other jobs that you really liked.

[00:13:22] RD: I would say the biggest for me is the fact that it's not as black and white and defined. In the military, there is rank structure. For so many things, there is a set path, as long as you stay on the straight and narrow and you perform, then you're going to – for example,

you're going to progress. It's a known entity as far as even what everybody makes, because that's published in public information. So many things are crystal clear, and black and white.

Not so in the civilian world. In the civilian world, there is just much more gray. The best way to describe it for me, at the same time to somebody who is potentially making that transition is you don't have ranks on everybody's shoulder. Who's the colonel? Who's the general? You have everybody in similar attire. Most people on first name basis as far as how you progress in your career. That's not as defined either. Certainly, it's a meritocracy in most companies. At the same time, relationships, and other factors come into play more than in the military.

[00:14:24] TF: Tell me about the transferable skills that you gained in the military that have helped you succeed in the corporate world?

[00:14:31] RD: I would say that the number one thing for me is servant leadership. In the military, as you progress and positions of responsibility, regardless of which branch as you have a team that you're working with. First thing that you're taught is, it's all about the mission and the way you accomplish that mission is to take good care of your team. You learn along the way; how do I make that individual successful in order to make the team successful? Having that mindset of saying, "I am first and foremost, someone who's there to help them be successful", is the number one thing that I learned in the military and that served me well in the corporate world also. I would throw a couple of other things in there. The mission orientation, that is a very transferable skill. People know a person who is going to work hard, be disciplined about it, be planful and mindful, put an action plan together and accomplish the mission. That is hugely important as well, in the corporate world. And for someone who's making that transition, it's very important that you're able to verbalize that in an interview situation as well.

[00:15:41] TF: Great. How can veterans reframe their experience in the military into success stories that resonate with corporate hiring managers? Getting beyond the acronyms, and really talking about their projects and leadership?

[00:15:56] RD: I think first, if you will, into the civilian world, the number one thing that you have to do is to demilitarize it, make sure you don't use military acronyms, et cetera. The most important thing for me, in looking at resumes, I want to see goal orientation. What was the

goal? And what did you and the team accomplish with some kind of objective benchmark? We increase the PT scores, 10% above the battalion goal, something like that. It's up time, the goal was 85%, we achieved 95%. The relevant details of what you and your team did, things like where you're showing goal orientation. Even if it's in the military world, that just very crisp, clear track of how you and your team achieve goals, that speaks volumes, even in the corporate world.

[00:16:48] TF: You touched upon how important quantification is, because I know when I was a recruiter, so many of the resumes, they would all say the same things that you accomplish this, did that. But the ones who demonstrated it with numbers, they really showed the scope of what they achieved and the depth and breadth of that. I'm really glad that you touched upon that too.

[00:17:09] RD: The other thing that I've noticed, especially when people were coming out of the military, is make sure that person who's sitting across the desk from you conducting the interview, he or she may not know the world that you're in, and you may not be completely tracking with them. So, it's okay to ask, "Does that make sense for you?" Or ask them to clarify. It's a two-way conversation because you're spending their valuable time and them evaluating you, do the same in reverse and make sure that everybody's on the same page. Practice being able to have that kind of conversation even during the interview.

[00:17:46] TF: That's a great point. I think many people, they're so nervous about just getting the offer that they forget to think, "Wait a second. Is this somewhere that I want to be. Do their values align with mine? And is this conversation not – am I just acing this?" How do you think a military resume and a corporate resume differ?

[00:18:07] RD: First off, we've touched on it a couple of times, a different vernacular. You don't have to take all the military jargon out. But make sure you don't use acronyms. Because no one in the civilian world or very few typically know that. Make sure as you look at your resume, link it to type environment. You want to take what your accomplishments and things are in the military world and do a bit of translation into it. If it's a sales job. Sales managers want to say, "Can you accomplish a goal? Can you take quota and blow past it in year one, two and three?" Then they will also take a look at you for your leadership.

Go back to your military goals up throughout uptime and PT scores. Make sure you that you have those in and quantified. Have something in there about how you accomplish things and you take a goal, you break it down, and then you build it into an action plan. Translate it into their world.

[00:19:02] TF: Which not only translating it into their world, but also you want to tailor your resume to every job to which you apply. So, really use that job description as the guide and look at how the language and the specific keywords and see if there are ways that you can align them so that they mesh together.

[00:19:21] RD: Right, agree completely.

[00:19:22] TF: Reuben, for veterans and current members of the military who are nearing the end of their service, what steps can they take to have a successful job search?

[00:19:32] RD: The things that come to mind for me, Tiffany, are start before you leave. The way I stay connected is through working as a volunteer for the West Point admissions team. I'm the coordinator for our congressional district for admissions and I talk to people about all of the service academies. I talked to young patriots who are interested in listening as well as people who I run across, everything from the [inaudible 00:19:56] to church, the people who are currently serving. It's my passion. I always tell people, I end up talking to you about the transition, take a look at your qualifications and compare those to what role you would potentially want to be in based on your career goals. For example, many times in our society, you got to have a four-year college degree.

So, I tell them, "Okay, if you want to go run a company, or a piece of a company, or you want to go into sales, or you want to do X, Y, or Z, take a look at what you need to do now, while you have everything from the GI Bill type benefits, or you have on base ability to not only get a degree, but also even sometimes an advanced degree, depending on the base." Go ahead and start that now, as opposed to wait until you go, "Oh, my gosh, now I have to go figure that out."

The other thing is you near – again, you got to figure out what your career goal is, and there are several things that you could do that. I mentioned, create your team, your trusted advisors. I would say also consider a coach and for everybody listening in. Tiffany is my coach. My regret is that it's only been for the last two years. So, it's worth the investment in you and your career. There are so many more tools right now than there were when I separate. First off, there's LinkedIn, the absolute best website out there to not only do online networking in the business world, but also tons of job postings and a wealth of knowledge. There's also for retirees, for example, there are so many more resources for transitioning military members to go through. I'm not the most conversant person on those, because it didn't exist when I was there. But I would take advantage of those type resources as well. Finally, equip yourself on two fronts.

First off practice for what you're about to go into, the interviews for example. Practice. Be prepared for those interviews, and read my two favorite career search books. I've mentioned *How to Win Friends and Influence People*, but also, *What Color Is Your Parachute?* Invest some time into reading and also, especially for *What Color Is Your Parachute Work*, work the exercises. It helps you in so many ways, it'd be hard to really do it justice here. But the end result will be that you'll have a better sense of what you're all about from a career search perspective, if you really apply yourself or by investing time and those two books.

[00:22:26] TF: It's really funny. Thank you, Reuben. One of my other guests is Dr. Kate Brooks, who has edited the 2021 version of *What Color IS Your Parachute?* So, I did not put Reuben up to this. But thank you. We'll have links to that episode in the show notes, as well as all these other resources that Reuben has been mentioning.

Great advice. With that, what do you think are the biggest barriers former military members face in the civilian job search and how can they overcome?

[00:22:55] RD: I would say, I have three things that I think are relevant here. But I can sum them all up. Basically, it's fear of the unknown, fear of a big transition, things like that. It's a daunting thing. You're changing careers and it's not as if you're already in the civilian world, and you're going from industry A, to industry B. The military is very different from the civilian world in so many respects. It can be very daunting and depending on how you not only equip yourself, but also continually keep yourself charged up and motivated for it, some people react

well to that and work through it and some people, it's a really tough mountain to climb. And then the other piece of it is especially for full retirees, there's a perceived loss of status, oftentimes, that's difficult to work through. Because in some respects, and for those who are able to go from military career and go be immediately CEOs of companies and things like that, obviously pay great. Go for it.

But even then, because you don't have the rank on your shoulders and things like that, the civilian world just isn't as status oriented outwardly. So, it's an interesting thing, even for people who end up, I must say, moving into a parallel type position from not only the comp and benefits side, but also from the scope of responsibilities. It's not okay. We see that person and that person is the Command Sergeant Major of the post of the division. You're not getting the same amount of military oriented respect. Some people have a problem with that.

This is your perfect time to explore all options. So, you may think that you're, for example, for me, initially, I thought, "Okay, I'm an operations person." And until I talk to other people who said, "No, you're actually more of a sales type of sales leader, things like that type personality." So, until you explore more options, talk to more people, you may not have your more well-honed career search objective. Not only enjoy the process, but always seek to learn and serve in every interaction and I know that's not a specific program or resource and the Carnegie gets into it. So, if you enjoy learning and serving others and most of us do, then that helps you also.

Finally, in addition to what I've said before on several front, I can't emphasize enough that employing a professional like you, Tiffany, is huge. And I wish I had known that before and done. It would have helped at several points of my career.

[00:25:26] TF: Thank you, Reuben. I really appreciate it. What do you think is the best job board for people who are former military members to go out and find jobs in the civilian world?

[00:25:37] RD: The best job aid out there, I would say LinkedIn hands down. In fact, for anyone who's going through transitioning from military to civilian world. There are advantages to becoming a premium member. I'm not paid by LinkedIn to say this, but I am a big fan of LinkedIn and premium gets you the ability to connect even more meaningfully with potential hiring managers as you go through the process.

[00:26:02] TF: Great, that's one of my favorite job board as well. And I'm not being paid by them either. You not only made the transition from the military to a civilian career, but also from a Fortune 500 company with GE to startups. Tell us a little bit more about that transition.

[00:26:17] RD: In fact, it was two Fortune 500s, because Thermo Fisher is right up there as well, especially with GE gone through some harder times. First off, it's a great way to start. There's a lot of name recognition with those companies. What I found later in my career, and I'll get into the reasons that I went that direction, leaving the Fortune 500 world as well. But you never have to stop and explain for me, US Army, even though that's way in the past, people are excited to talk about that, very interested. And then GE and Thermo Fisher, people get what the big corporations do, especially the well admired corporations. They also have strong training programs. You come out of there with a great network.

In fact, for two or three of the smaller companies that I work for, those were because of someone who I've worked with in those settings, place phone a call and goes, "Hey, what are you up to? You're interested in joining the team and either starting something or growing something on the next level?" Something like that. So, I'm a big fan of the larger corporations being in a good place. But there are other options that are especially in this generation, great as well. It doesn't have to be the big ones. It just worked for me.

But then one commitment that I made to my family and myself is that once we came back to Nashville, Tennessee, and I said come whatever, we are staying in Nashville. So, four kids, we wanted to give them the blessing of putting roots down. So, I said, "Okay, large corporations, they want you to progress through the ranks assuming performance and interest and things like that." And they are constantly morpheme offices closed, territory chains, things like that. So, it became really apparent at about the 20 to 22-year mark, that I would either have to leave for a promotion, leave Nashville that is uproot the family, et cetera, or go do something else. So, I chose something else because there were great opportunities. Nashville is it's a vibrant economy. That's another thing I haven't mentioned before, but if you considered where you're living both for – okay, does it meet all of your specific criteria? For me, that was to include making sure I can support my family. I started working, I've worked for three companies,

smaller companies, and that not only kept us in Nashville, but also there's a lot of good risk reward there.

So, if you have a strong foundation of skills and experiences that you gathered, when you're doing your initial career, for me, it was the Fortune 500 world, then that allowed me to say, "Okay, what am I looking for? How can I increase my potential of reward and the risk reward equation through company equity?" So, you grow a company, then you enjoy some of the fruits of those labors when it either goes through IPO or an acquisition or a sale, I should say things like that. So, that's all worked out. It's worked really well for me to start with the larger corporations, and then end up working for smaller companies.

[00:29:14] TF: Tell me a little bit about your due diligence, as you were deciding which smaller companies to work with. Were you coming in when they were series A? Or how small of a startup were they at the time when you joined?

[00:29:29] RD: For me they've gotten progressively smaller. I wish I could say that was completely by design. But again, part of the positive for me was the fact that it's almost inversely proportional to that there's more equity available as you go smaller, especially if you find something in a piece of the industry or space that you're really excited about. So, that has worked out really well. It's been a mix of series A, series B. I haven't done the angel rounds. There are two kinds of people: those who start companies and those who then commercialize them and take them to the next level. I'm more of the ladder as opposed to the kind of the founder type person. There are some folks who are great at that. God bless them. But I'm more of the guy who says, "Okay, now that we have a great concept, and something that the market really needs and something I'm excited about. That's something I'm interested in."

[00:30:23] TF: That's a great segue because you are Vice President of Strategic Partnerships at Telemynd, which offers a wide range of Telemental health solutions and predictive analytics. Can you tell us more about Telemynd and how your services are particularly relevant given the pandemic?

[00:30:38] RD: It's been really interesting. I'll start with the networking piece though, because about three years ago, I had my little consulting business going. I got a call from a friend and

colleague from way back when at GE, again another illustration of the power of network and he said, "Hey, we're doing a turnaround company in the telehealth world specifically focused on mental health care." It's a little over two years now, because it was pre pre-pandemic. But as I took a look at it, two things struck me. First off, it was a company that obviously was in an industry that is, or a piece of healthcare, that is really valuable to our entire generation, because we all know about the mental health care crisis that we all face. And the fact that it was telehealth, and even a couple of years ago, telehealth was still struggling along in many respects.

So that interests me. The other piece of it that interested me is that it was really messy. I said, "Hey, I think that this has some particular relevance, not only in the civilian world, but also in the military world, because the mental health care crisis is even more acute in the military." I said, "Hey, I'm all in." Then the pandemic hit. And a lot of those barriers to adoption, not only for large insurance companies and healthcare systems, but also for the individuals, suddenly those barriers were gone, because that's the only option that's out there. What we're seeing now is not only our individual users, patients that they have no qualms with, as long as you have good technology, easy to use, effective, et cetera, people are all in. What people are also seeing is that even when the pandemic is over and the doctor's offices are open, the convenience of being able to just sit in your living room and just comfortably hit go on your either smart device or your computer and have quality time similar to what we're doing right now, undivided attention for your provider, you don't have the nursing staff running in and out of the room and things like that, there are a lot of advantages to telehealth and specifically in the mental health care world.

The second piece of it is that I'm all about not only in community service, but also in my professional world. Anytime I can feed my passion for the military and my military network, that's great. We've also been able to forge a nationwide partnership for all Tricare beneficiary, partnerships with the people who administer those plans. So, on a daily basis, I talk with people from all branches of the military, all walks of life, because we are bringing our nationwide network of providers to bear in the fight against the military mental health care crisis, and that's really been an honor and a blessing.

[00:33:27] TF: That's incredible, just to see how everything has really come full circle. It seems like the culmination of everything you've ever been doing, and what you're passionate about, and just having so much of a positive impact on people.

[00:33:40] RD: Thank you for saying that, Tiffany. It's been a great journey. A lot of missteps along the way. I don't want any listeners to take it otherwise. It has been a remarkable journey.

[00:33:48] TF: That's great. Where do you see the future of telehealth going and how this is going to evolve?

[00:33:55] RD: I think specifically, Telemental health is going to be especially relevant, even post pandemic because we're just scratching the surface of the benefits that it can render. First off, in the kind of the healthcare world, people are beginning to realize that as opposed to the old view of, "Hey, if you take care of all the health-related factors, mental health just comes along with it." And really, mental health is the leading indicator of whether or not a patient will be compliant with prescribed treatment, medication for example, it's a leading indicator. Overall your total health.

What we will see in telehealth or the Telemental health world, I think we'll finally be able to figure out, okay, if this amount invested in the mental health care world delivered via telehealth, then what will the benefit be? So, you'll probably see more and more risk sharing with the payers in the industry. You'll see just several things as we continue to say, "Okay, how can we use better access to mental health care to improve the overall human condition?"

[00:34:59] TF: That's great. I really appreciate your time so far. And as we wrap up, do you have a final piece of advice you would like to share?

[00:35:07] RD: I would say, I had about five things here. Invest in yourself. I've mentioned several times, consider a coach. But invest not only your effort, but also your resources. This is a very important transition as you transition from the military into a civilian role, as well as if you're going from a civilian role A, to civilian role B. So, invest in yourself. One of the things that I wish I had learned earlier was to have a coach. Definitely invest time and attention and not only practice, study and preparation, form your own team.

The other piece of it is, don't get just focused on your career search as a job, but also seek to serve even though you are in career search mode and that's the number one thing, you can still volunteer a school, community, church, things like that, because that's a good way to recharge your batteries. It's a great networking opportunity. If you're passionate about something that you're doing service wise, that always has more benefit for you than those who you're serving. I'm firmly convinced of that.

And the final thing, stay positive. I would argue that's the most important thing. Stay positive, stay upbeat, get good exercise and do things that you know are fun for you. There's a lot of potential fear and things like that as you go through this. But to counteract that, I should say, with just some good positive things that give back to you and recharge your batteries as you go through the process.

[00:36:36] TF: Thank you, Reuben. Such good advice and it has been a pleasure connecting with you again. I appreciate all the great knowledge you have to share with everybody.

[00:36:46] RD: I really appreciate you having me on the podcast, and I hope this helps someone in your audience.

[00:36:50] TF: Thanks so much, Reuben.

[00:36:52] RD: Thank you, Tiffany.

[END OF INTERVIEW]

[00:36:55] TF: Thank you so much for listening. I really appreciate you and I hope you have found this helpful. Please go to tjfcareercoach.com, my website, so you can get more advice to help you in your job search. I hope you'll check out more episodes of Job Search Strategies with Tiffany Franklin. Thank you again.

[END]