Oral Defense Announcement
University of Missouri – St. Louis Graduate School

An oral examination in defense of the dissertation for the degree
Doctor of Business Administration with an emphasis in Human Resources Management

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Master of Business Administration, September 2016, Quinnipiac University
B.S. in Business Administration, March 2013, Trident University International

Marching Forward: A Qualitative Examination of Adapting
Enlisted Veteran Leadership Skills in the Corporate Environment

Date: July 21, 2022
Time: 10:00 a.m. to 12:00 p.m.
Place: Zoom

Abstract
Enlisted veterans are an enormous source of talent for the corporate environment. This study investigated how Post 9/11 enlisted military veterans utilized their military-gained leadership skills and experience in the corporate environment. Specifically, this study answered what leadership skills directly transferred and which skills required adaptation. Then, more importantly, this study revealed how enlisted veterans adapted their skills to the corporate environment. A qualitative method was used to perform 17 semi-structured interviews of Post 9/11 enlisted veterans and non-veteran managers. This research found that only a portion of veteran skills directly transfer to the corporate environment, and many required adaptations. In addition, the novel finds of self-reliance directly transferred, while mission-focused, loyalty, communication, humility, reprioritizing values, sharing military experiences, ambiguous dress code, lack of visual identifiers, profit strategy and planning, resource utilization, and conforming to corporate policies all required adaptation. Veterans primarily adapt their leadership skills through internal and external networking, mentors, coaches, managing and resetting expectations, and understanding light and dark ambiguity. The theoretical contributions of this research are in paternalistic leadership and veteran enlisted research. The practical implications assist veterans in understanding how to adapt and strategies to adapt their skills. In addition, managers and peers may use this research to understand better the challenges veterans face when leaving military service. Next, talent acquisition professionals can use this research to identify military veteran candidates for specific roles better and have more clarity on veteran experiences. Finally, companies may use this research to build integration programs to ease the transition of veterans coming into the corporate environment.

Defense of Dissertation Committee
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