

Organizational Consultant (Guide)

Sector: National Security

Industry: Technology

Location: San Antonio preferred or remote and willing to travel

Role summary

The purpose of the Guide role is to *help our clients (both the org and their people) thrive by delivering transformative services within their context.*

We are seeking to bring on new Guides who have experience in the National Security space with organizational development, people development, or change management expertise.

High Level: Who We're Looking For:

Must Have:

Consultant Mindset & Skillset: we have the privilege of playing an advisory role to our client, and as such need to be able to quickly become a trusted advisor. We want someone who has demonstrated an ability to do so and feels confident explaining how they'd do it again.

Passion for the Customer's Mission: our client's work is incredibly important to national security, and we are looking for someone who is passionate about this mission and who has some working knowledge of the Department of Defense language, organizational structure, and systems and processes.

Not Afraid to Get Your Hands Dirty: our consultants are more than consultants. They are guides - who not only advise, but also manage and model for the client what could be. We want someone who is willing to not just say, but also show and do what is necessary for the success of the project and the mission.

Ideal Candidates Will Have:

Deep Org Dev Expertise: experience and expertise, including certifications, in organizational development practices such as change management, strategy, operational excellence, and/or culture transformation.

Digital Transformation Expertise: experience leading IT modernization and/or transformation efforts, ideally within a large, bureaucratic organization with hundreds of team members and multiple end-users and stakeholders.



Air Force or Cyber Defense Experience inside the DoD: experience and expertise working with or inside the USAF or within the cyber defense industry within the government specifically.

Role Responsibilities

GUIDING (~35% of your time)

- **Group Facilitation:** Internalize our Services and prep to deliver it within the client context, including making customizations, adding your own activities, etc. Ensure logistics and tech are set-up (often working with the Delivery Ops Manager). Lead and facilitate the group session, virtually or in-person, with exceptional presence and seeking to create a remarkable client & participant experience.
- **Individual / Small Group Coaching & Advising:** Establish positive, professional, and powerful relationships with each individual you guide. Utilize guiding sessions to assist participants in applying what they have learned in group sessions and mastering the practice or skills. Modify your approach for each participant as needed. Based on trends across the client team, offer follow-up group sessions or interventions to help participants progress. Leverage subject matter experts and your peers to ensure each participant obtains what they need to implement practices effectively within their organization.

CLIENT AND PROJECT MANAGEMENT (~40% of your time)

- **Client Management:** Guides are responsible for building positive, trusting relationships with a set of participants and/or a client sponsor(s). Guides need to be able to meet regularly with those assigned people and offer strategic recommendations, advising and coaching the client to foster conditions for project success, and being responsive to their needs. Guides serve as the liaison between the client and the Guides Delivery team regarding contracts and growth opportunities, and are responsible for identifying and sharing these opportunities.
- **Project Management:** Assist the Delivery Operations Manager in crafting concrete, detailed project plans, including scheduling, delineating team member duties, and establishing project timelines. For your assigned project, manage the project plan according to the deadlines and timelines agreed upon, constantly assessing progress against project deliverables and outcomes and problem solving around adjustments ongoing.

CURRICULUM DESIGN & DEVELOPMENT (~15% of your time)

- **Internalizing Content:** Guides must spend time deeply internalizing our prime content, engaging with the various options at your disposal to apply to



the customer experience, and working with the SME of that content to understand nuances so you can make decisions about how to customize it to your client context.

- **Customizing Content & Learning:** after internalizing what it is you are delivering, you are charged with customizing it to the context you are in, given everything you know about the customer's context, reality, timeline, issues, and opportunities.

ORG RESPONSIBILITIES & BUFFER (~10% of your time)

- As the team grows, mid level and senior level guides will be required to manage team members inclusive of hiring, onboarding, day-to-day performance management, personal well being, coaching and development, and managing workload and capacity ongoing.
- Play a leadership role within the broader team by modeling and upholding our culture code and client code consistently.
- Ad hoc participation in organizational activities like internal strategic objectives, general org-wide meetings, etc.

Key Competencies Required

Domain Expertise

As a guide, you must *have* and *continue to develop* expertise in a specified domain or practice area or areas necessary to fulfill your role ongoing. This includes content and client domain expertise. (examples: change mgmt content expertise, cyber-defense industry expertise)

Building Relationships & Networks

Establish and maintain positive, trusting relationships with participants and sponsors assigned to you and gaining deep customer context around: mission/purpose, systems and processes, business model, strategy, team & culture read.

Communicating Effectively

As a Guide, you must be competent at using appropriate media to deliver messages and can effectively convey information through these avenues.

Facilitating Group Experiences

Utilizing best practices in adult learning theory, experience design, and teaching and learning (such as applied learning, multimodal learning, checks for understanding, and real-time feedback loops) facilitate virtually and/or live remarkable group experiences.

Internalizing and Customizing Content



Deeply internalize prime content, leveraging async and synchronous methods and resources (inclusive of our internal content intranet, our services team, and content SMEs). Then customize prime content for the specific customer context to achieve module outcomes.

Coaching Others

As a blended Guide+CD, you must find opportunities in multiple situations to further the growth and development of others throughout multiple levels of the organization

Potential challenge areas

Below are the potential challenges someone might face in this role - if these sound exciting to you, please apply! If they sound miserable, this role isn't the right one for you!

- **Ideal vs. Reality.** You will be challenged to find the balance between the ideal solution and meeting the client and participants where they are. Listening and being flexible to client needs and realities is essential for success in this role.
- **Balancing Development Speed & Quality.** You will be challenged to hit curriculum design deadlines *while also* producing content that meets the bar set by the Services team.
- **Balancing delivery needs and participant experience.** You will be challenged to create a positive, impactful client & participant experience *but also* develop content that meets delivery needs (scalable, efficient, timely, etc.).
- **Serving both internal and external audiences.** The Services team must be excellent at building content that puts the user/participant and the delivery team—guides in particular—at the center of the universe, depending on the scenario. This will challenge curriculum designers to clarify who the user is for each piece of content and how that changes the language used (internal vs. external), who to involve for input/advice, etc.

Values & Culture Alignment

At Fearless, we take our [values, core beliefs, and codes of behavior](#) to heart and seek to uphold them every day. It's essential that all our team members agree to uphold our culture and client codes when they agree to be a part of Fearless Guides:



Culture code.

How we behave, internally. This is our internal code of conduct.

Promote the pursuit of happiness meaning

We believe work should *enable* our team members' lives, not *be* our lives. Each of us is on our own journey for a meaningful life, and we hope our org supports that. As such, we seek to create a great amount of flexibility in how we operate.

Practice what we preach

Being is more powerful than *saying*. By modeling and championing the behaviors we want to see in a thriving org, we can speak truth to our clients while we also create a space to learn and experiment.

Feedback is a gift

We believe in a growth mindset, that a person's abilities can be developed through dedication and hard work. We practice giving and receiving feedback because it supports our development (both professionally and personally), and ultimately enables us to deliver excellence to our clients.

Trust is a verb

Trust is dynamic; it can ebb and flow, it changes as we change, and it needs attention to remain strong. It's built through committed *practice* we display through our behaviors every day.

Care about your coworkers

We support one another personally and professionally. We acknowledge one another's humanity through acts of kindness, learning about one another's interests and relationships, and demonstrating compassion.



Client code.

How we behave, externally. This is how our clients should experience us.

Guide from beside

Be led by questions, not answers. Listen often and deeply. Get and stay on the same side of the table. Respect and acknowledge the client's perspective and experience. Give choices. Meet the client where they are while also continuously seeking to move them forward. And, very often, *do things alongside our clients*.

Go add value

The contract is the floor, not the ceiling. Constantly identify problems and help generate solutions, even if we are not the right group to provide those solutions. Take responsibility for ensuring the client is successful.

Solve *patterns*, not just problems

Take the long-view: Connect the past to the present and future. Spot patterns and name them. Help the client balance tactical support with systemic improvements. Facilitate silo-breaking and process improvements.

Support *and* challenge

Thoughtfully build relationships personally and professionally. Listen deeply. Trust, believe and give grace while also caring enough to be honest and *challenge* when needed. Enable vulnerability by modeling it.



Hours and availability

We believe deeply in contributing to employee wellbeing, but know that for each individual at different stages in life, what is needed to maximize well being can change due to personal



circumstances and preferences. It's for this reason that, when possible, we offer both an 80% time and 100% time option for our new guides to choose from. Those options are laid out below.

- **Option 1: 32 Hour Workweek:** we don't dictate when you work those 32 hours except for our agreed-upon shared spaces (see below) and ensuring you are available during the client's working hours. Depending on the normal ebb and flow of work, some weeks may require more or less than 32 hours; your direct supervisor will work with you to ensure your workload, overtime, supports an average of 32 hours.

NOTE: this option comes with full benefits, 80% salary, and a billable hours target of 1,450 per year and an incentive pay for hitting 1,550 or above.

- **Option 2: 40 Hour Workweek:** we don't dictate when you work those 40 hours except for our agreed-upon shared spaces (see below) and ensuring you are available during the client's working hours. Depending on the normal ebb and flow of work, some weeks may require more or less than 40 hours; your direct supervisor will work with you to ensure your workload, overtime, supports an average of 40 hours.

NOTE: this option comes with full benefits, 100% salary, and a billable hours target of 1,750 per year and an incentive pay for hitting 1,850 or above.

- **Internal availability:**
 - *"Team Time":* Our internal team seeks to be available and often schedules team meetings Wednesdays and Thursdays between 10am-2pm ET, what we call "Team Time". You are not required to hold those times open, but you're welcome to join us in GatherTown for collaboration. You may be invited to team meetings during that time (Hour of Happy, State of the Guides, planning activities); you will be optional to all of these meetings, unless explicitly stated otherwise!
 - *Project team availability:* your supervisor will work with the whole team to establish meeting times that work on a recurring basis for the project team.
- **Client/participant availability:** We are committed to being available to clients based on the standard working hours per their time zone. Our clients are based in the United States, so team members who are not in the U.S. must be available for live meetings and other client requests as needed.
- **Remote work:** Our team is fully remote, with some occasional travel required for client projects and internal connection. Fearless' headquarters are in downtown Baltimore; you are welcome to go into the office as much as you'd like.
 - NOTE: in some cases the role is LOCATION SPECIFIC or LOCATION PREFERRED. In these cases we will clearly indicate this with all applicants and in the job description.



Compensation & Start Date

This position is contingent upon Fearless being awarded a contract that we have a 90% or higher probability of being awarded in the next 30-60 days.

The salary band for this position depends on if you choose the 32 hour workweek or the 40 hour workweek option:

32 hour workweek: salary band of **\$72,200 (low) - \$119,200 (high)** with 4% 401K matching and an additional 10% incentive pay for hitting a 1,550 billable hours goal.

40 hour workweek: salary band of **\$90,500 (low) - \$149,000 (high)** with 4% 401K matching and an additional 10% incentive pay for hitting a 1,850 billable hours goal.

Benefits

Paid Leave

We offer 20 days of accrued PTO and 12-13* company holidays. We also have two week-long office closures for Fearless Guides employees to take a team-wide break: 1) the week between Christmas and New Year's and 2) the first week of July.

*If Christmas Eve falls on a workday, we close the office that day.

Insurance

We cover 75% of the team member premium for [Medical, Vision, and Dental coverage](#) on the Group Plan and 50% of the premium for one family member, if applicable.

401(k)

We match up to 4% of your salary in a 401k Matching Plan, available immediately upon hire.

Flexible Hours

We don't dictate when you work those hours except for our agreed-upon shared spaces and customer requirements/hours. (See "Hours and Availability" section). It's also critical that you work with your supervisor to set your schedule to meet the needs of your client.

Remote work allocation: \$150/month for approved remote work expenses = \$1,800 annually.