

FOURBLOCK
VETERAN CAREER READINESS

**FUTURE
FORCE**
INDUSTRY ROUNDTABLE

FUTURE FORCE Roundtable

Future Force Industry Council
From Conviction to Coordinator - Launching the System
Presented by FourBlock
(in partnership with ZeroMils)

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PRE READ

Executive Intelligence Brief

(Not intended for publication or broad distribution)

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AGENDA

Introduction 3

The Launch 4

Defining Future Force 8

Why FourBlock at the Center 10

Where the System Activates 11

How Partners Engage 12

What We are Asking of You 13

Introduction

This is a build moment.

What brings this group together is not a shared program, a shared sector, or even a shared strategy.
It is a shared constraint.

Across aerospace, defense, financial services, technology, and advanced industry, leaders are confronting the same underlying problem from different angles:

The system that connects talent to opportunity is no longer producing aligned outcomes.
Roles remain unfilled...

Talent remains underutilized.
And the mechanisms designed to connect the two are not keeping pace with the complexity of the problem.
This brief is not intended to simply inform.
It is intended to recalibrate



Launching Future Force

In the first Future Force Industry Roundtable held in NYC, we confirmed the premise. The market signal is real, the alignment gap is structural, and the leaders in the room recognized the need for greater alignment and collaboration. Below is a read-out from that initial discussion as well as a roadmap for moving forward.

Our second Roundtable on June 9 is the next step as we prepare to launch of the Future Force Industry Council - the standing governance structure FourBlock will lead to build the connective layer of the military-connected talent ecosystem. The purpose of this gathering is to move from shared conviction to designed coordination: identifying sector working groups and taskforce leaders, and building an active calendar that puts the system into motion.

This briefing covers the following:

What the first roundtable produced - the themes, the energy, and the direction it set

What Future Force is and how the Industry Pathways model activates the launch

What we need from leaders to move forward

FourBlock is the anchor. Not as sole authority - as the convener, infrastructure, and operating backbone that makes the whole system more effective. The Taskforce members who join at launch are the co-architects. Every role is important and every voice counts.

New York City What We Heard, What It Means



On April 30, 2026, FourBlock convened the founding gathering of the Future Force Council at the USS Intrepid in New York City. Senior leaders from aerospace, defense, financial services, technology, advanced manufacturing, and workforce infrastructure came together for a candid, closed-room conversation. Six clear themes emerged.

- 01: The Narrative Must Change**
- 02: Skills Over Titles**
- 03: Retention Is as Important as Recruitment**
- 04: Coordination Is the Missing Variable**
- 05: Industry Pathways Are the Right Mechanism**
- 06: Funding Must Align Across Functions**

What It Means: Readout

01: The Narrative Must Change

The dominant framing of military-connected talent as a charitable cause is a barrier, not a bridge. Leaders across sectors agreed: the conversation must shift to demonstrated value, competitive advantage, and economic necessity

03: Retention Is as Important as Recruitment

Hiring military-connected talent without a deliberate retention strategy wastes the investment. ERG toolkits, culture frameworks, and internal mobility pathways were identified as critical and largely underdeveloped across industries.

05: Industry Pathways are the Right Mechanism

The concept of precision, sector-aligned talent pipeline events - not job fairs - resonated with the group. FourBlock's Industry Pathways Events (IPEs) serve as the activation model that makes the ecosystem tangible and measurable.

02: Skills Over Titles

Job-title matching is the wrong unit of analysis. Competency stacking - aligning military experience to civilian role requirements at the skill level - emerged as the standard the system needs to adopt. Skills-first hiring is the infrastructure play. Apprenticeships are also key

04: Coordination Is the Missing Variable

Every organization in the room is doing something. None of it is connected. The room reached fast consensus: the constraint is not effort or intent - it is the absence of a shared structure that aligns effort across organizations and sectors.

06: Funding Must Align Across Functions

CSR, talent acquisition, DEI, and business development budgets are all touching this space in isolation. Leaders called for a shared value proposition that lets organizations align investment across functions rather than fragmenting it.



What Future Force Is - and Is Not

Three Structural Components

Council: Future Force Council

The governing body. Senior industry leaders aligned on workforce strategy, sector priorities, and bold cross-sector ideas - including a talent exchange that matches candidates to opportunities at scale.

Roundtables: Industry Roundtables

Sector-specific working groups that translate shared challenges into co-developed toolkits, playbooks, and cross-company best practices.

IPEs: Industry Pathway Events

The operational core. Live, sector-aligned precision talent pipeline events that connect career-ready military-connected candidates directly to employer partners and open roles.

What It Is Not

- Not a replacement for the strong work already happening inside employer organizations, ERGs, VSOs, or workforce intermediaries
- Not a grant-dependent program that runs for a cycle and ends
- Not a job board or sourcing platform
- Not a one-size-fits-all solution - it is sector-specific by design



What Future Force does Differently

The employer-led connective layer.

- Owns the coordination function **across the ecosystem**, not just one part of it
- Aligns employer demand signals across sectors into **shared workforce intelligence**
- Ties activity to **measurable outcomes** - placements, retention, hire rates - not attendance counts
- Positions every member organization as a **co-architect**

The opportunity is not discussion.
It is organization.

Why FourBlock at the Center

FourBlock is the only organization operating simultaneously at all three points of the workforce equation: talent supply, career readiness and upskilling, employer demand and industry infrastructure. Established IPEs, career-readiness programs, and employer relationships provide the operational foundation. Future Force provides the governance layer. Together, they form a system that produces consistent, scalable outcomes - not isolated success stories.

1,500+

Employer partners
nationwide

\$500M

in lifetime economic
impact generated by
alumni

15K+

veterans and military
spouses served
nationwide

92%

of participants secure
employment , with
8% retention beyon
one year

Industry Pathway Events- Where the System Activates

Industry Pathway Events are the operational engine of Future Force. They are how the ecosystem becomes visible, measurable, and real. Each IPE is a sector-specific, role-aligned talent pipeline session - not a job fair. Employer partners meet talent directly in structured breakout sessions, discuss open roles in real time, and convert conversations into interview pipelines.

20+ IPEs are scheduled across 2026, organized into five Workforce Clusters. Each cluster is the organizing structure for a Sector Council - the place where employer partners align on demand signals, share intelligence, and co-develop the playbooks and hiring tools that make the system repeatable.

Quarter	2026 Industry Pathway Events
Q1-Q2	Advanced Maritime & Logistics Cybersecurity & Intelligence Aerospace, Aviation & Space Manufacturing & Technical Trades Construction & Skilled Trades
Q3	Energy & Sustainable Infrastructure Financial Services & FinTech Private Equity & Venture Capital Consumer Goods & Retail
Q4	Technology, AI, Cloud & Data Defense, National Security & Gov Contracting Advanced & Defense Manufacturing Government & Public-Sector Leadership Consulting & Professional Services Healthcare, Biotech & Life Sciences

How Employer Partners Engage in 20217

Host an IPE

Anchor a session in your sector. Gain featured employer voice, direct access to pre-screened candidates, and structured breakout rooms where hiring conversations happen in real time. Post-event outcome reports track every candidate interaction through to hire.

Sponsor a Cluster

Claim a Cluster Sponsor position across all IPEs in your sector for the year. Gain year-round visibility, co-branded content, and a platform to position your organization as an industry authority - not just a recruiter.



What We Are Asking of You Today

Leaders attending the roundtable were selected because of their ability to shape what comes next.

Validate the launch priorities → Confirm which sectors, pathways, and ecosystem gaps this group sees as most urgent - so we build the system around real demand, not assumptions.

Surface the friction → Name the structural, organizational, and market-level blockers that have prevented progress to date - the things each organization has run into that a coordinated system needs to solve.

Define the path forward together → Leave with a shared set of next steps, a clear picture of who is doing what, and enough structure to move from this room into action.

The talent exists. The Demand exists. The capital is moving.

What has been absent is the system that connects them with accountability and intention.

**Future Force is that system.
And this room is where it launches.**

What Is Expected

You are not here to represent your organization.
You are here because of your ability to influence
what comes next within the system.

That requires a different level of engagement.
Come prepared to speak directly to:

Come prepared to speak directly to:

where your current workforce model breaks under pressure

which roles remain persistently unfilled—and why

where timing, translation, or alignment fail in practice

how capital, hiring demand, and talent readiness fall out of sync

And most importantly:

What would you build differently if alignment—not activity—were the objective?

This is not a conversation about programs.
It is not a conversation about awareness.

This is a conversation about how the system must change to support the scale and specificity of
demand already forming in the market

What This Looks Like Inside Industry

What Has Changed?

The issue is no longer whether talent exists. The issue is whether talent can move at the speed and specificity that capital now requires. JPMorgan Chase, Bank of America, and USAA are all investing in workforce strategies across multiple sectors, while Boeing, Huntington Ingalls Industries, and Blue Origin highlight industrial and aerospace talent gaps that directly constrain mission delivery and project execution. FourBlock, Fastport and SHRM are aligning talent systemically through skills-based frameworks and HR best practices, reinforcing that workforce strategy is now an infrastructure problem, not a sourcing problem.

Aerospace & Advanced Industry (Boeing)

Demand is accelerating for highly specialized engineering, propulsion, and mission-critical operational roles. The constraint is precision alignment, not sheer volume. Pathways into these roles remain underdeveloped, creating opportunity for structured pipelines that match talent to complex requirements.

Defense & Industrial Base (Huntington Ingalls, GDIT, MITRE, ForgeNow)

Workforce gaps directly impact mission execution. The challenge is sustaining long-term pipelines for specialized, high-skill roles—not simply filling immediate openings. Retention, skill validation, and continuity planning are essential to mission readiness.

Financial & Consulting Services (ex. Wells Fargo, JPMorgan Chase, PWC, USAA, KPMG)

Demand is scalable and immediate, spanning finance, risk, advisory, and technology functions. The constraint is embedding mission-ready, adaptable talent into structured hiring systems, particularly for non-linear career paths.

Infrastructure & Education (FourBlock, ZeroMils, VJM, SHRM, Johns Hopkins Applied Physics Lab, Fastport, ManTech, National University, StandTogether.org, Red Leviathan)

These organizations enable companies to build and sustain talent pipelines, providing frameworks, tools, and ecosystem connectivity to translate potential into opportunity. They focus on skills-based hiring, industry-aligned training, and systemic workforce design—making it possible for employers to identify, develop, and retain high-potential, mission-ready talent. While the work exists and the talent exists, alignment without these enablers remains inconsistent, and workforce readiness cannot keep pace with evolving industry demands.

Advanced Manufacturing (Caterpillar, RTX, NextEra, UPS)

Roles are plentiful, but the connection between employer need and ready, adaptable workforce remains fragmented. Talent pipelines exist but are not fully integrated into operational or capital deployment strategies.

Technology (AWS, Leidos, WWT)

High-demand, precise skillsets are required in cloud, AI, autonomous systems, cybersecurity, and infrastructure roles. Talent pipelines exist, but organizations need rapid integration of adaptable, mission-ready professionals capable of operating at scale in emerging technology domains.

What This Begins

This convening marks the beginning of the Future Force Council.
Not as a program. Not as a membership.
But as a coordinated effort to take ownership of the system itself.

To Align:

- **talent supply**
- **employer demand**
- **capital investment**
- **industry sector needs**

Into something that produces consistent, scalable outcomes—not isolated success.
What happens next will not be determined by this room alone.
But it will be shaped by whether this room chooses to move from:

- **participation → ownership**
- **discussion → coordination**
- **intent → execution**

This is not a one-time conversation.
This is the point at which capital, demand, and talent either
remain disconnected—
or a system begins to organize itself.

Event Day Contact Information

Logistics

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Location Details

Georgetown University
**John R. Thompson Jr.
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1360 W Rd NW, Washington, DC

Transportation & Parking

Parking on campus is limited, and we recommend that visitors travel to campus by taxi or rideshare. Please use this [interactive campus map](#) to help find your way. IMPORTANT: The Roundtable will begin promptly at 3pm so please allow time for travel.

While there is not a Metrorail station in Georgetown, the free university GUTS shuttles connect Georgetown University with the Dupont Circle metro station (Red Line) via the Dupont Circle route and the Rosslyn metro station (Blue, Orange, and Silver Lines) via the Rosslyn route. Click [here](#) for more information about public transportation.

For general guest parking on campus, you will need to pay to park in the [Southwest Garage](#) (check link for rates), which is accessed by entering campus via the Canal Road entrance off of M St. To get to the Athletic center from the garage, exit the garage through the North exit. It is approximately a 8-10 minute walk from the garage to the Athletic Center (adjacent to football field).

Military Thriving Reception & Change Forum

Immediately following the Roundtable, FourBlock partner ZeroMils will be hosting its Kickoff Reception (June 9, 6-9pm) and 3rd annual Military Thriving Change Forum the following day (June 10, 9am-3pm). We hope you can stay to participate in either or both of those events! A detailed agenda, including speaker and panelist information, can be found [here](#).

Note: Registration for the ZeroMils reception is closed, so if you have not already registered but are interested in attending, please send an email to gpirtle@fourblock.org. Please register for the Change Forum [here](#) as soon as possible as space is limited.

