

# Career Reflection Workbook

This is a deeper version of the Career Reflection Worksheet. Work through it slowly. The goal is not to manufacture a five-year plan; it is to get specific about the professional life you want to be building over the next year.

## 1 Picture One Year from Now

Imagine a normal workweek one year from today - not a perfect fantasy week. Describe what would need to be true for you to say, "Professionally, I am in a better place than I was a year ago."

The work I spend most of my time doing is...

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The impact I am known for is...

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The responsibility I own is...

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The strengths I use most often are...

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The new capability or experience I have built is...

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# The Work Itself

A title tells you very little about what your days actually feel like. Focus here on the problems, activities and kinds of work you want to make up more of your professional life.

## 2 What do you want to spend your time doing?

Work that gives me energy or pulls me in

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Work I am good at but do not want defining my next chapter

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Problems I want to be trusted to solve

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Work or responsibilities I want less of

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If my calendar reflected my ideal role, what would take up noticeably more time? What would take up noticeably less?

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What part of my current work do I want to protect because it matters to me?

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# Impact and Ownership

Career growth is not automatically a larger team or a bigger title. Define the outcomes you want to influence and the responsibility you want to own.

## 3 What do you want to be accountable for?

One year from now, the business, team or customer is better because I...

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Decisions I want to be trusted to make

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Results or outcomes I want to own

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Scope I want more of (people, geography, P&L, customers, product, function, projects)

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Scope I do not necessarily want more of

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What would meaningful professional growth look like for me if I could not use a title or number of direct reports to describe it?

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# Strengths, Skills and Capabilities

Development is not only about fixing weaknesses. It is also about using your strongest capabilities more deliberately and building the ones your next chapter will require.

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## What should you use more - and what must you build?

Strengths I already have and want to use more often

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Capabilities I am known for today

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Skills I want to deepen

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Skills I need to build from scratch or materially improve

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Experiences I need - not just knowledge - to be credible for the work I want next

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One year from now, what evidence would show that I actually grew?

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# Environment and Fit

A role can look right on paper and still be wrong in practice. Think about the conditions that allow you to do your best work - and the tradeoffs you are genuinely willing to make.

## 5 What conditions help you thrive?

Leadership and management environment I work best in

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Level of autonomy, collaboration and structure I want

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Pace, complexity and amount of change I want around me

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Travel, location or schedule realities that matter

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What do I need from an organization to do good work and stay engaged?

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My true non-negotiables

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Things I prefer but would trade for the right opportunity

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# Compare the Future With Today

Now put the future state beside your current reality. This is not a performance review. You are looking for alignment, drift, opportunity and friction.

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## Where are you already moving in the right direction?

What is already aligned?

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What is clearly out of alignment?

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What is my current role helping me build?

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What is my current role preventing, limiting or crowding out?

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Where am I drifting because I have been responding to what is needed rather than choosing what I want to build?

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What am I tolerating simply because it has become familiar?

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# Turn Reflection Into Development

You may see several gaps. Do not try to attack all of them at once. Choose the one or two that would most expand your effectiveness, options or satisfaction over the next year.

## 7 Name the gaps that matter

Gap #1 - the capability, experience or change that matters most

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Gap #2 - important, but secondary

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## 8 Build a practical path

What can I do in the next 30 days?

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What experience, project, conversation or learning should happen in the next 90 days?

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What would meaningful progress look like by one year from now?

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Who can help, teach, sponsor or open a door?

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What could get in the way - and how will I handle it?

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# Your Direction for the Next Year

Use this page to distill what you learned. This is not a promise that every detail will happen exactly as written. It is a clearer filter for the decisions you make next.

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## Write your direction

One year from now, I want my professional life to be different in these ways...

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The work, impact and responsibility I want to move toward are...

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I will say yes more often to...

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I will be more deliberate about saying no to...

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The single development priority I will protect time for is...

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REVISIT DATE \_\_\_\_\_

What changed since I wrote this? \_\_\_\_\_

***Direction is more useful than certainty.***

Careers are built through repeated choices about what we learn, what we own, what we pursue and what we intentionally leave behind.