

CREATE YOUR CAREER PLAN



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BASED ON THE RESEARCH OF MICHELLE PENELOPE KING, PHD.

DETERMINE FOR YOURSELF HOW TO BUILD A MEANINGFUL CAREER

TODAY, YOU GET TO DECIDE WHAT
YOUR POTENTIAL IS AND HOW FAR
YOU CAN GO IN YOUR CAREER.

**THIS IS YOUR CAREER GUIDE TO
HELP YOU:**

**GET UNSTUCK.
FIND MEANING.
MAKE A CONTRIBUTION.**

How many of us are well into our career, but not where we want to be? Do you feel seen, heard, and valued at work for who you are? This journal will encourage you to reflect on where you are in your career and guide you to find meaning, build belonging, and ultimately thrive at work.

The purpose of this journal is to help you navigate the unwritten rules of work and stay true to your authentic self.

In the following pages you will find quotes, questions, exercises, and actions to empower you to explore your needs, leverage your strengths, build meaningful connections, and invest in your growth. Once mastered, you will be able to pay it forward by sharing this knowledge and insight with your colleagues and build belonging together so workplaces can work for everyone.



**LET'S START
TODAY**

1

Get a copy of *How Work Works: The Subtle Science of Getting Ahead Without Losing Yourself*. We encourage you to read this unique and revelatory guide to understand how to have a meaningful career. It has inspired the contents of this career journal.

[BUY THE BOOK >](#)

2

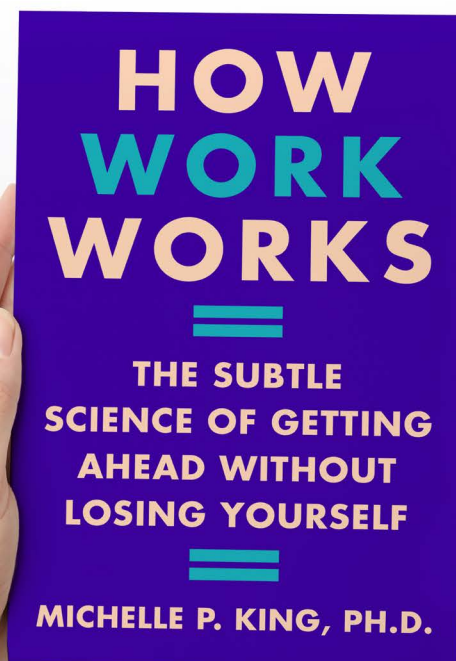
Slow down, pause and make time for reflection. Career advancement doesn't happen by chance; instead, it happens through the actions we consistently take to manage our careers. This career journal will help you to define success for yourself.

3

There is no one way to use this journal. You can work through the weekly tasks and start ticking off actions. Or you may prefer to dive into a specific section that is relevant for you in that moment.

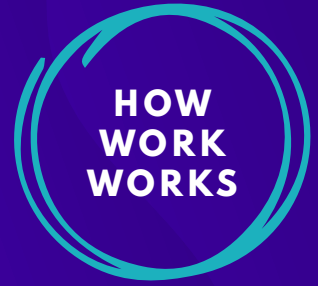
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This journal is for everyone, whether you are an entry-level hopeful, recent graduate, a mid-career professional or executive leader. It provides questions to reflect on, quotes to motivate you, and exercises to help you close the gap between where you are and where you'd like to be.



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FIND MEANING AT WORK

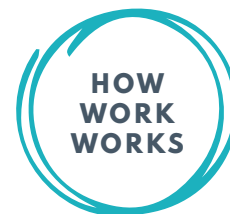
IT'S NOT WHAT YOU DO,
IT'S HOW YOU DO IT

A person wearing a dark jacket, a cap, and a backpack stands on the edge of a rocky mountain peak. They are looking out over a vast, hazy landscape of rolling hills and mountains under a clear sky. The lighting suggests it might be early morning or late afternoon, with a soft glow on the horizon.

DID YOU KNOW?

**9 OUT OF 10 EMPLOYEES,
REGARDLESS OF THEIR JOB
LEVEL, TASKS, OR SALARY,
ARE WILLING TO TRADE A
PERCENTAGE OF THEIR LIFETIME
EARNINGS FOR GREATER
MEANING AT WORK.**

Kellerman, G., Reece, A., & Robichaux, A. (2018) Meaning and Purpose at Work. BetterUp.



WEEK 1

START WITH YOU.

Managing your career starts with being aware of your needs, strengths, and capabilities. We need to know our strengths to know where we belong.

Do you know what you are good at? Write down two or three of your most valuable strengths at work.

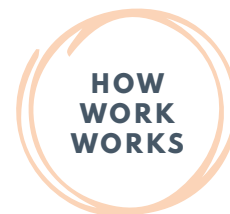
1

2

3

Ask yourself the following questions:

- **AM I ENERGISED WHEN I APPLY THIS STRENGTH?**
- **DO I SEEK OPPORTUNITIES TO USE IT?**
- **DO I LOOK FOR WAYS TO IMPROVE IT?**
- **WOULD I ENJOY GETTING BETTER AT IT?**



WEEK 2

SEE YOURSELF CLEARLY.

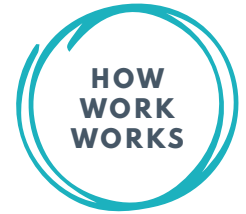
Now, let's calibrate how you see yourself by including other people's perspectives. Solicit feedback from those who are willing to be honest and direct with you about your strengths and how you have used those strengths in ways that were meaningful to them.

Ask your peers, family, teachers, and trusted friends.

Use this space to analyse their responses and identify common themes to better understand your strengths and how your actions affect others.

TAKE TIME TO **REFLECT**

WEEK 3



REFLECT ON WHAT GIVES YOU MEANING.

When things get busy, taking time out for reflection can seem like a low priority; however, spending time to think about your experience is important. Let's rate your current work situation. Read each statement below and select the number on the rating scale that matches your response:

1 Never; 2 Not Often; 3 Sometimes; 4 Often; 5 Very Often.

I AM CONTINUALLY LEARNING

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

I AM HAVING AN IMPACT

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

I FEEL EXCITED OR MOTIVATED AT WORK

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

I AM VALUED AND BEING FAIRLY REWARDED FOR MY CONTRIBUTIONS

[Consider the full package of benefits, including salary, vacation, flexibility]

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

I AM LIVING MY VALUES

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

I FEEL SEEN AND RECOGNISED AS COMPETENT

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

MY UNIQUE VIEWPOINTS AND ASPIRATIONS ARE CONSIDERED

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

I CONNECT EMOTIONALLY WITH OTHERS

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

I AM REACHING MY POTENTIAL

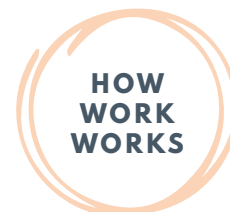
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

I BELONG

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

What do your answers show you? Could you improve some of the low ratings?

Can they be fixed in your current job, or should you consider making a change?



WEEK 4

GET TO KNOW YOUR NEEDS.

Everyone deserves to have a fulfilling career, but this starts with each of us recognising and valuing our needs so we can take responsibility and act to fulfil them.

Select your top two needs at work from the options listed below.

At work I want to feel:

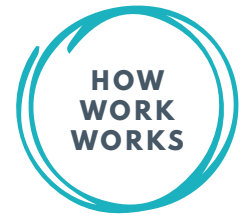
- ☐ **PSYCHOLOGICALLY SAFE**
- ☐ **CONNECTED AND ACCEPTED BY THE PEOPLE I WORK WITH**
- ☐ **REPRESENTED IN MY WORKPLACE**
- ☐ **APPRECIATED AND REWARDED FOR MY WORK**
- ☐ **SUPPORTED TO LEARN AND DEVELOP**
- ☐ **RECOGNISED FOR MASTERING NEW SKILLS**

**KNOWING WHAT OUR NEEDS ARE
IS THE FIRST STEP TO MEETING THEM**

“

**ALL OF US ARE INSPIRING, SO IT IS
VERY IMPORTANT TO BE ABLE TO
TALK TO ONE ANOTHER AND GET
INSPIRED BY ONE ANOTHER.
TO INSPIRE CONFIDENCE IS THE
BEST GIFT YOU CAN GIVE ANYBODY.**

DIANE VON FURSTENBERG



WEEK 5

DEFINE SUCCESS FOR YOURSELF.

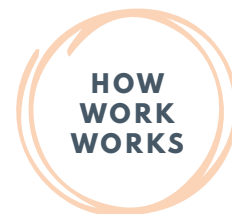
IKIGAI: HAVING A SENSE OF PURPOSE IN LIFE, BEING MOTIVATED TO PURSUE YOUR PASSION, AND FEELING FULFILLED.

We often buy into others' definition of success instead of looking inward to reflect on how we define success for ourselves. Traditionally, career success was measured by the ability to progress up the career ladder, to achieve greater titles and pay.

But today success is subjective – it's about a career where you have the freedom to be yourself, can pursue opportunities to develop, realise your potential, and make an impact.

WHAT DOES CAREER SUCCESS MEAN TO YOU?

USE THIS SPACE
TO WRITE AND IDEATE



WEEK 6

DEFINE THE CONTRIBUTION YOU WANT TO LEAVE BEHIND.

Let's step outside of your current working situation and reimagine what it could be. Imagine yourself in a career you find meaningful, at a workplace that fulfils you and working alongside teammates that you have a positive impact on.

Write yourself a letter from this perspective and share what proactive steps you took to get there, to manage your own career and how you have grown. This is not about setting expectations to live up to, but possibilities to live into.

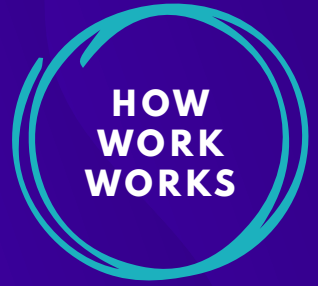
**DON'T OVERTHINK IT.
JUST START.**

“

**NOT EVERYONE CAN DEDICATE THEIR
LIVES TO NON-PROFIT OR FOR-
PROFIT CHARITIES BUT EACH OF US
CAN DEDICATE EVERYDAY MOMENTS
TO GIVING BACK. EVEN SOMETHING
SMALL MAKES A DIFFERENCE.**


RACHEL ROY





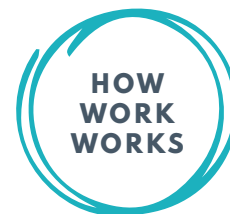
KNOW YOUR VALUES

BELONGING HAPPENS WHEN WHAT WE
VALUE ABOUT OURSELVES IS VALUED
BY THE PEOPLE WE WORK WITH



DID YOU KNOW?
CAREER SUCCESS TODAY IS
MORE ABOUT UNDERTAKING
WORK THAT ALIGNS WITH
YOUR VALUES.

Dai, L.T. and Song, F.H. (2016) Subjective Career Success: A Literature Review and Prospect.
Journal of Human Resource and Sustainability Studies, 4, 238-242



WEEK 7

YOUR VALUES GUIDE HOW YOU WORK.

Are you clear about what you believe and value most in your career? Your values drive your behaviour and influence your decisions at work and ultimately how you achieve outcomes. Do you know what your values are?

Now is the time to identify them. Look at the list below. Circle the values that resonate with you personally in this moment. Reflect and be honest. You can write in values that are not on this list.

WHAT DOES CAREER SUCCESS MEAN TO YOU?

- | | | |
|--|-------------------------------------|---|
| <input type="radio"/> Trust | <input type="radio"/> Optimism | <input type="radio"/> Integrity |
| <input type="radio"/> Diversity | <input type="radio"/> Dignity | <input type="radio"/> Knowledge |
| <input type="radio"/> Success | <input type="radio"/> Passion | <input type="radio"/> Purpose |
| <input type="radio"/> Relationships | <input type="radio"/> Stability | <input type="radio"/> Creativity |
| <input type="radio"/> Growth | <input type="radio"/> Fairness | <input type="radio"/> Compassion |
| <input type="radio"/> Wealth | <input type="radio"/> Inspiration | <input type="radio"/> Freedom |
| <input type="radio"/> Family | <input type="radio"/> Meaning | <input type="radio"/> Connection |
| <input type="radio"/> Respect | <input type="radio"/> Collaboration | <input type="radio"/> Kindness |
| <input type="radio"/> Balance | <input type="radio"/> Impact | <input type="radio"/> Inclusion |
| <input type="radio"/> Community | <input type="radio"/> Excellence | <input type="radio"/> Making a difference |
| <input type="radio"/> Power | <input type="radio"/> Learning | <input type="radio"/> Accountability |
| <input type="radio"/> Contentment | <input type="radio"/> Well-being | <input type="radio"/> Empathy |
| <input type="radio"/> Safety Achievement | <input type="radio"/> Belonging | |

WEEK 8



GET CLARITY ON THE VALUES YOU NEED AT WORK.

Let's get clear about what you value and need from your workplace. We know it's tough but spend some time thinking about which three values matter most to you and why they are important.

1

2

3

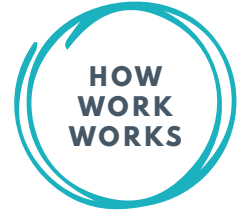
Write them somewhere you will see daily, whether it's in this journal, on your phone, or on a sticky note next to your computer screen. Let them guide your intentions, thoughts, actions, and decisions in pursuing meaning and fulfilment at work.

“

**TO GIVE YOURSELF THE BEST POSSIBLE
CHANCE OF SUCCESS YOU HAVE TO
ASSESS IF THE JOB WILL ADD TO AND
ENABLE YOUR SENSE OF SELF.**

SARAH WITTMAN

WEEK 9



REFLECT ON VALUES FIT.

When it comes to our careers, what we value influences what we need from our employers.

Take some time to answer these questions.

TO WHAT EXTENT DO YOUR VALUES ALIGN WITH YOUR ORGANISATION'S VALUES?

ARE YOU ENGAGING IN WORK ALIGNED TO YOUR CORE VALUES?

HOW DO YOU BEHAVE IN A WAY ALIGNED WITH WHAT YOU VALUE?

HOW CAN YOU PRACTICE YOUR VALUES AT WORK?

CONSIDER YOUR CAREER AIMS FOR THE YEAR, DO THESE INCLUDE PRACTICING YOUR VALUES? IF NOT, CAN YOU SET 2-3 CAREER GOALS AIMED AT PRACTICING YOUR VALUES AT WORK?

TAKE TIME TO **REFLECT**

CREATE A VALUES-FOCUSED INTERVIEW.

Understanding how to make your workplace work for you starts with ensuring a company shares your values from the outset. When you identify with your workplace, you are more likely to be happier, perform better and stay longer.


You have already defined your core values, now you need to determine how well a company's values fit with your own. Use your values to create a list of specific open-ended questions to help uncover the values of your organisation.

Consider the following examples:

- **WHAT ASPECT OF WORKING HERE FILLS YOU WITH THE MOST PRIDE?**
- **DESCRIBE THE ORGANISATION'S TRAINING AND DEVELOPMENT OPPORTUNITIES.**
- **WHAT ARE PROMOTABLE QUALITIES HERE? WHO IS SOMEONE AT MY LEVEL THAT'S BEEN RECENTLY PROMOTED? WHAT QUALITIES DID THEY EXEMPLIFY?**
- **DOES THE COMPANY ENCOURAGE RISK TAKING? WHAT HAPPENS IF YOU FAIL HERE?**
- **HOW DOES THE ORGANISATION CELEBRATE SUCCESS?**

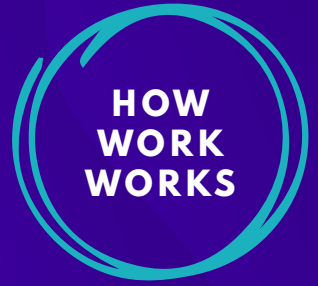
VALUES	QUESTIONS	CRITERIA	ALIGNMENT 1: POOR / 5: STRONG

These values-based questions can serve as an interview plan to ask hiring managers. Consider posing these questions to a range of people so you can compare responses and look for patterns.



DID YOU KNOW?
OVER AN AVERAGE LIFETIME,
A PERSON WILL SPEND
AROUND 114,000 HOURS AT
WORK, WHICH EQUATES
TO 13 YEARS.

Leigh Campbell, "We've Broken Down Your Entire Life Into Years Spent Doing Tasks," Huffington Post, updated October 19, 2017.



CREATE A PLACE TO STAND

REAL BELONGING IS ONLY ACHIEVED
WHEN WE FOCUS ON FOSTERING AND
REWARDING PEOPLE'S DIFFERENCES
RATHER THAN THEIR SIMILARITIES

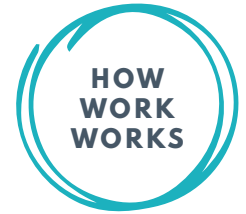


DID YOU KNOW?

**HOW MUCH WE FEEL WE BELONG
DETERMINES OUR BEHAVIOURS,
THE EXTENT TO WHICH WE HELP
OTHERS, AND, THEREFORE, OUR
OVERALL PERFORMANCE.**

Kyeri-Poku, I. (2014). The benefits of belongingness and interactional fairness to interpersonal citizenship behavior. *Leadership & Organization Development Journal*, 35(8), 691-709.

WEEK 11



5 MYTHS OF BELONGING.

Tick TRUE or FALSE next to the statements below.

BELONGING HAS ALWAYS BEEN AVAILABLE TO EVERYONE

☐ True

☐ False

TO BELONG, YOU NEED TO FIT IN

☐ True

☐ False

BELONGING MEANS HAVING A SPECIFIC GROUP OF PEOPLE TO BELONG TO

☐ True

☐ False

AS COMPANIES BECOME MORE DIVERSE, THEY ALSO BECOME MORE INCLUSIVE

☐ True

☐ False

YOU DON'T NEED TO BELONG TO GET AHEAD

☐ True

☐ False

Common misconceptions could be holding you back and sabotaging your efforts to build belonging at work. Let's uncover the truth behind these myths.

MYTH #1: BELONGING HAS ALWAYS BEEN AVAILABLE TO EVERYONE

False: Most workplaces engage in office politics. The major problem with office politics is that it doesn't work for everyone because it is an outdated way of working that benefits some people at the expense of others. It is a white man's game that serves to ensure that not everyone can belong because some rules don't apply to all.

MYTH #2: TO BELONG, YOU NEED TO FIT IN

False: Fitting in is simply learning to assimilate with people who look, think, and act like you to the exclusion of everyone else. The pressure to fit in erodes belonging and stifles creativity and innovation. Belonging is being accepted and appreciated for who you are.

MYTH #3: BELONGING MEANS HAVING A SPECIFIC GROUP OF PEOPLE TO BELONG TO

False: Belonging isn't about feeling like you are a part of a specific group; instead, it is about feeling like you can be yourself regardless of your group.

MYTH #4: AS COMPANIES BECOME MORE DIVERSE, THEY ALSO BECOME MORE INCLUSIVE

False: You can work in a company with a high degree of demographic diversity and still have employees who do not feel included. This paradox exists because most workplaces do not value difference, they tolerate it.

MYTH #5: YOU DON'T NEED TO BELONG TO GET AHEAD

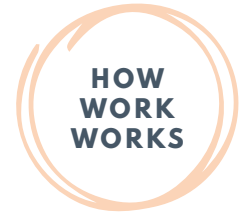
False: When we don't belong, we feel emotionally detached from our workplace and the people we share it with, making it easier to quit or disengage. In business, belonging is as important for individual success as it is for collective success. We thrive or fail depending on how much we feel we belong to a place and the people in it.

“

**I DON'T THINK THAT THE NEXT
GENERATION SHOULD FEAR JUST
BEING WHO THEY ARE, RATHER THAN
CONFORMING TO AN EXPECTATION
OF WHAT THEY ARE MEANT TO BE.**

JACINDA ARDERN

WEEK 12



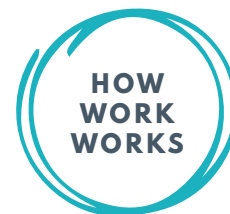
EMBRACE YOUR DIFFERENCES.

Too often we hide or minimise our differences to fit in with the dominant group at work. Take time to think about the skills, knowledge, and experiences you contribute. How do you work? How do you learn? What is your personality type?

Use this blank space to write, illustrate and highlight the qualities that set you apart from the individuals around you.

A large, empty rectangular box with a thin grey border occupies the center of the page. It is intended for the user to write, illustrate, and highlight their unique attributes.

WHAT UNIQUE ATTRIBUTES DO YOU BRING TO WORK?



WEEK 13

SHARE A MOMENT.

Reflect on an experience at work where you felt comfortable being different- where you felt that your whole self was valued and included.

Take all the time you need to consider how the environment and/or people around you met your needs in a way that allowed you to feel comfortable engaging and sharing your individuality.

If you can't think of a time right now, consider what you need from your leader, teammates, and organisation to feel secure, sure of yourself, valued and connected to others.

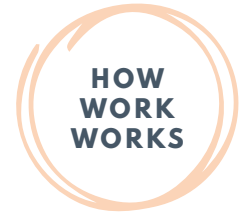
If these needs were met, how would you feel? And how might you act differently?

“

WHEN YOU ALLOW PEOPLE TO BRING THEIR WHOLE SELVES TO WORK, THEN THEY ARE FOCUSED ON SOLVING CHALLENGES FOR EACH OTHER, FOR CUSTOMERS, AND ULTIMATELY FOR SHAREHOLDERS - IT'S FREEING.

SCOTT BETH

WEEK 14



INSIDER/OUTSIDER CHALLENGE.

When we assign people an insider or outsider status and only invest our time to get to know people like us, we other everyone else - to our detriment.

Take a moment to think about your online and informal social networks at work. Are they predominantly made up of people who look, think, and act like you?

What can you do to gain greater exposure to difference? How can you invest your time and energy getting to know people who do not look or think like you, nor share your background or demographic characteristics?

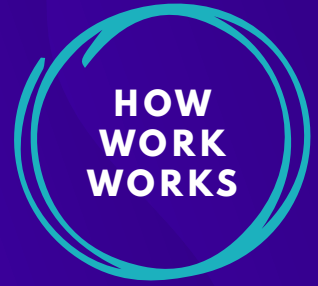
Commit your ideas here and take action to diversify your networks.



DID YOU KNOW?

**TRUST IS LESS LIKELY TO
DEVELOP IN WORKPLACE
CULTURES THAT PRIORITISE
WINNING AT ALL COSTS.**

Cameron, K. S., Bright, D., & Caza, A. (2004). Exploring the Relationships between Organizational Virtuousness and Performance. *American Behavioral Scientist*, 47(6), 766–790.



BUILD TRUST

YOUR CAREER IS A RECIPROCAL
RELATIONSHIP

REFLECT ON HOW MUCH YOU TRUST YOUR ORGANISATION.

We trust our workplaces and the people we work with when we know how they are likely to behave, and we believe they are acting with our best interests in mind. Trust is what links people to their environment and each other. So, for people to belong, they need to trust their workplace and the people they work with.

If you want to know if you trust your workplace, answer the following questions:

DO YOU KNOW HOW EMPLOYEES ARE EXPECTED TO BEHAVE AT WORK AND DO THESE BEHAVIOURS MAKE YOU FEEL INCLUDED, RESPECTED, AND ACCEPTED FOR WHO YOU ARE?

☐ Yes☐ No

DO YOU FEEL COMFORTABLE FREELY EXPRESSING YOUR FEELINGS?

☐ Yes☐ No

ARE DISAGREEMENTS IN YOUR ORGANISATION DISCUSSED OPENLY?

☐ Yes☐ No

DO YOU TRUST THE COMPETENCE AND CAPABILITY OF THE PEOPLE YOU WORK WITH?

☐ Yes☐ No

ARE YOU WILLING TO VOICE YOUR OPINIONS, RAISE QUESTIONS AND SHARE YOUR IDEAS?

☐ Yes☐ No

DO YOU FEEL YOU CAN BE YOURSELF RATHER THAN HIDING OR CHANGING WHO YOU ARE TO TRY AND FIT IN AT WORK?

☐ Yes☐ No

DO YOU FEEL INCLUDED IN INFORMAL SOCIAL GROUPS OR NETWORKS AT WORK?

☐ Yes☐ No

DO YOU FEEL YOU KNOW WHAT IS GOING ON AT WORK AND HAVE ACCESS TO THE INFORMAL INFORMATION YOU NEED TO GET YOUR JOB DONE?

☐ Yes☐ No

DO YOU BELIEVE THAT YOUR ORGANISATION IS COMMITTED TO YOUR DEVELOPMENT AND THAT YOU CAN ACCESS OPPORTUNITIES TO LEARN AND GROW?

☐ Yes☐ No

DO YOU BELIEVE YOUR CO-WORKERS ARE WILLING TO SUPPORT AND ADVOCATE FOR YOUR CAREER ADVANCEMENT?

☐ Yes☐ No

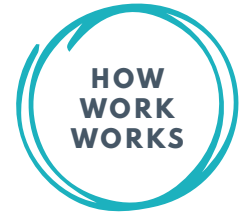
If you answered no to some or all these questions, you are lacking trust in your workplace.

“

**IF YOU SEEK OUT DIFFERENCE,
THEN YOU WANT TO TREAT OTHERS
AS THEY WANT TO BE TREATED.**

FRANCES FREI

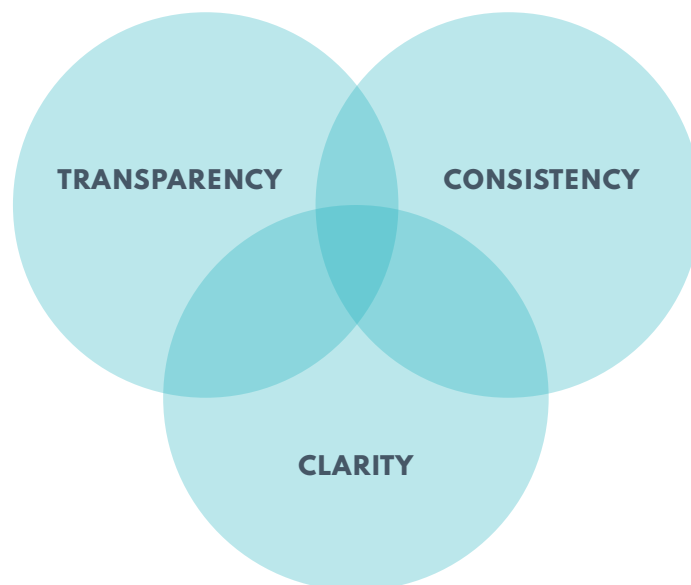
WEEK 16



REVIEW YOUR REPUTATION.

YOUR REPUTATION REFLECTS THE DEGREE TO WHICH PEOPLE CAN TRUST YOU.

The three practices people engage in to build trust at work.



To build your reputation, it is important to regularly reflect on how you can be more clear, transparent, and consistent.

Do you know how other people perceive you and the contribution you make?

Take time to reflect on the following questions:

- **ARE YOU CLEAR ON YOUR VALUES AND DO THEY CONSISTENTLY GUIDE WHAT YOU SAY AND WHAT YOU DO?**
- **HOW CONSISTENT ARE YOU WHEN IT COMES TO ENGAGING WITH A DIVERSE RANGE OF IDEAS, IDENTITIES, EXPERIENCE, AND CULTURES TO LEARN FROM DIFFERENT PERSPECTIVES?**
- **HOW DO YOU PRACTICE TRANSPARENCY IN YOUR DECISION-MAKING PROCESSES AND/OR LEADERSHIP?**
- **HOW DO YOU CONSISTENTLY CHALLENGE INEQUALITY AND UNSAFE BEHAVIOURS?**

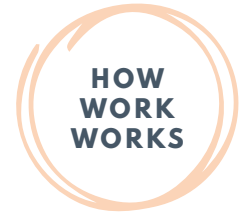


DID YOU KNOW?

**ACCORDING TO A 2020
EDELMAN SURVEY OF 33,000
PEOPLE IN OVER 28 COUNTRIES,
ONE IN THREE PEOPLE DO NOT
TRUST THEIR EMPLOYER.**

Edelman Trust Barometer (2020). Global Report. Online Fieldwork in 28 Countries between October 19th to November 18th 2019.

WEEK 17



REVIEW THE REPUTATION GAP.

Now that you have reviewed your reputation consider asking for honest and direct feedback about how you work from 2-3 people.

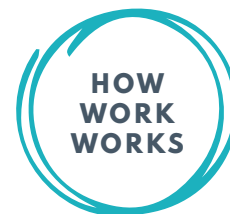
Use the following questions:

- **WHEN IT COMES TO MY BEHAVIOUR, DO YOU KNOW WHAT TO EXPECT FROM ME AT WORK?**
- **WHAT DO YOU THINK I VALUE AT WORK - SPECIFICALLY REGARDING HOW I WORK?**
- **DO YOU UNDERSTAND WHY I BEHAVE IN THE WAY I DO OR THE REASONING BEHIND MY DECISIONS?**
- **ARE YOU OFTEN SURPRISED BY MY BEHAVIOUR?**
- **HOW COULD I BE MORE OPEN ABOUT THE DECISIONS I MAKE?**
- **DO YOU FIND MY BEHAVIOUR TO BE INCONSISTENT?**
- **WHAT CAN I DO TO BETTER MANAGE HOW I WORK, SO YOU KNOW WHAT TO EXPECT FROM ME?**

To elicit fuller responses, pose follow-up questions that begin with 'how' or 'what' and ask for specific examples. Take a moment to reflect on how you see yourself (in terms of your reputation) and how others may view you.

- **WHERE ARE THE GAPS?**
- **WHERE ARE THE AREAS OF ALIGNMENT?**
- **WHAT CAN YOU DO TO CLOSE THE GAPS?**

A large, empty rounded rectangle with a thin grey border, intended for the user to take notes or reflect on the questions provided.



WEEK 18

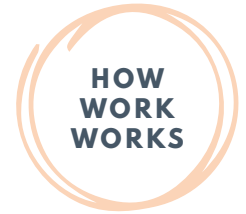
CULTIVATE TRUST.

The bottom line is that what we do and how we do it depends on how much we trust our workplaces and how much trust our workplaces places in us.

You can either self-reflect on how you cultivate trust or engage in an open conversation with a peer at work. Use the following questions to prompt reflection and discussion.

- **HOW DO I MAKE IT SAFE TO BE VULNERABLE AND SPEAK UP ABOUT MISTAKES AND CONCERNS? DO I USE MY OWN MISTAKES AS LEARNING OPPORTUNITIES FOR THE WIDER TEAM?**
- **WHAT AM I DOING WELL TO CHECK IN ON CO-WORKERS AND RESPOND FLEXIBLY?**
- **WHAT ACTIONS AND DECISIONS COULD I PERSONALLY TAKE TO BUILD A CULTURE OF CONNECTION?**
- **HOW DO I SHOW RECOGNITION AND WHAT COULD I DO MORE OF?**

WEEK 19



DEMONSTRATE THE NORM OF RECIPROCITY.

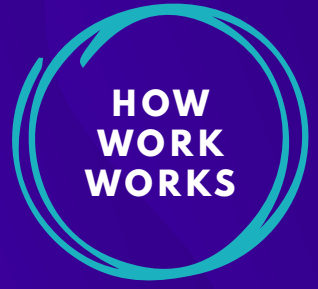
To get people to support you, you need to show them that you are worthy of their support because you are someone they can trust. This is known as the *norm of reciprocity*. This is how you hold up your end of the trust exchange.

Think back to a time when you behaved with other people's best interests at heart. You reached out without being asked, understood their needs, and used your capabilities to meet those needs.

Recall the situation. Write down the details. What did you do? Did you offer your expertise, ideas, or social support? How did you feel? How did it strengthen your connection?

Think about what you can learn from this recollection. What are your insights regarding these types of reciprocal supportive exchanges at work?

Write down your thoughts.



BECOME SELF-AWARE

SELF-AWARENESS IS THE DIFFERENCE
BETWEEN HOW WE SEE OURSELVES
AND HOW OTHERS SEE US

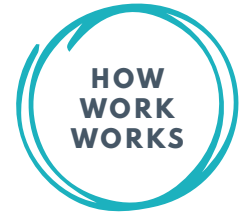


DID YOU KNOW?

**ALTHOUGH 95% OF PEOPLE
THINK THEY ARE SELF-AWARE,
ONLY ABOUT 15% ARE.**

Eurich, T. (2018) Working With People Who Aren't Self-Aware. Harvard Business Review.

WEEK 20



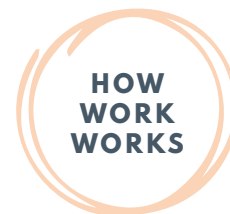
REFLECT ON YOUR SELF-AWARENESS GAP.

For most people, a gap exists between how they see themselves and how others see them – the self-awareness gap.

Take a moment to first consider how self-aware you are.

		HOW WELL YOU UNDERSTAND HOW OTHERS SEE YOU	
		LOW	HIGH
HOW WELL YOU KNOW YOURSELF	HIGH	You know who you are but don't take time to consider different perspectives or reflect on how other people might perceive you. You may be overestimating your capabilities and performance.	You are aware of your thoughts, feelings, and behaviours and the impact on others. This enables you to actively manage how you come across to ensure you positively contribute to your work environment.
	LOW	You are not yet clear on your values, aspirations, and strengths or how your colleagues are experiencing you. As a result, you may lack the confidence to succeed.	You are focused on how others see you and how you present yourself at work to fit in. You may lose your sense of self, underestimate your contributions, and overlook what you want.

This is the first step in bringing awareness to your situation and determining what you need to work on. During the following weeks, you will explore options available to get you to where you want to be.



WEEK 21

ASK WHAT NOT WHY.

Simply knowing *why* we do what we do isn't enough to build self-awareness. To be self-aware, we must reflect on *what* questions not *why* questions.

When you reflect on *why* you do what you do, you are less self-aware because you are simply examining your own beliefs and why you believe what you do. You are not looking for evidence to challenge those beliefs. Your answers tend to be based on your fears, insecurities, biases, and beliefs.

However, asking *what* questions can help you to seek evidence and feedback on where the gap lies and focus on what you need to do to close it.

Consider the following examples:

WHY

- **WHY DID I REACT THAT WAY?**
- **WHY DON'T I AGREE WITH THAT DECISION?**
- **WHY DID I GET POOR FEEDBACK?**

WHAT

- **WHAT HAPPENED?**
- **WHAT'S ONE THING I DID WELL?**
- **WHAT'S ONE THING I SHOULD DO MORE OF OR CHANGE?**
- **WHAT STEPS DO I NEED TO TAKE IN FUTURE TO ACHIEVE A BETTER OUTCOME?**

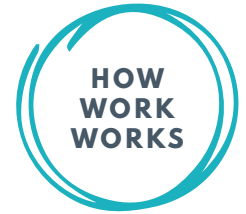
Closing the self-awareness gap is not a one-time effort; instead, it must become a habit.

Reflection is as simple as taking a few minutes each day to think about what you did at work and how you did it.

LET'S PRACTISE.

Think about a difficult situation you encountered at work when you were frustrated or angry with a decision.

- **HOW DID YOU ACT IN THIS SITUATION?**
- **DID YOU RAISE YOUR VOICE, SIGH, OR ROLL YOUR EYES?**
- **WHAT WERE YOU FEELING AND THINKING?**
- **HOW DID YOUR EMOTIONAL REACTION INFLUENCE YOUR BEHAVIOUR?**
- **HOW DID YOUR RESPONSE AFFECT HOW OTHER PEOPLE RESPONDED?**
- **WHILE YOU MAY HAVE THOUGHT YOUR BEHAVIOUR WAS A PROPORTIONATE RESPONSE TO THE DECISION, DID OTHERS AGREE? HOW DO YOU KNOW?**



PRACTICE CURIOSITY AND OPENNESS TO DIFFERENT PERSPECTIVES WHEN SEEKING FEEDBACK.

Be open to evidence or feedback that might conflict with how you see yourself.

Reviewing is the process of considering how other people perceive your performance and requires input from others. Take a moment to review your responses to the following questions:

- 1. HOW DO YOU REACT TO FEEDBACK THAT MAY CONTRADICT YOUR ASSUMPTIONS?**
- 2. HOW WOULD YOU RATE YOUR RESPONSIVENESS?**
- 3. HOW DO YOU REGULATE YOUR BEHAVIOUR, SO YOU COME ACROSS IN THE WAY THAT YOU WANT?**

Now, use this space to write down ways to invite feedback or different perspectives on your performance.

What opportunities or check-ins can you initiate and make common practice to ask others about a piece of work you delivered or how you managed the team to deliver a project?

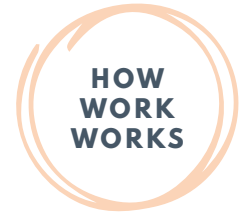
Make sure you are clear on the kind of feedback you are asking for and whether you are seeking an evaluation of how you met expectations, advice on ways to improve or recognition of strengths and what you did well.

“

**IT'S IMPORTANT BECAUSE WHEN
YOU'RE GETTING FEEDBACK AT
WORK, YOU'RE NOT JUST GETTING
FEEDBACK ON WHAT YOU DID, BUT
YOU'RE ALSO GETTING FEEDBACK
ON HOW YOU DID IT.**

LILY JAMPOL

WEEK 23



MAKE THE FEEDBACK ACTIONABLE.

Self-awareness is the art of regulating your behaviour to manage gaps in how you see yourself and others perceive you. Regulating is the practice of adjusting our behaviour at work to ensure it positively impacts the people we work with.

Let's look back at weeks 17 and 22 and review all the feedback you have received. Now use the **STOP**, **START**, and **CONTINUE** model to make the feedback actionable.

STOP

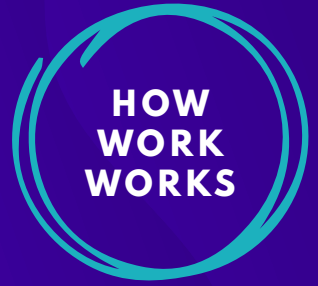
Stop habits and behaviours that hinder your effectiveness and negatively impact the people you work with.

START

Identify opportunities to improve and adopt a new approach that reflects your values.


CONTINUE

Build on your strengths and continue what you already do well.



BUILD OTHER- AWARENESS

YOU CAN ONLY EMPATHISE WITH
OTHERS TO THE EXTENT YOU CAN
EMPATHISE WITH YOURSELF

A close-up photograph of a large colony of honeybees on a green leaf. The bees are densely packed, with many visible in the foreground and background. A central text box with a white border contains the following text:

DID YOU KNOW?
HELPING BEHAVIOURS, LIKE
OFFERING TO SUPPORT A
COLLEAGUE WITH THEIR
DEVELOPMENT OR WORKLOAD
DIRECTLY OR INDIRECTLY,
INCREASE INDIVIDUAL AND TEAM
PERFORMANCE.

Kyei-Poku, I. (2014). The benefits of belongingness and interactional fairness to interpersonal citizenship behavior. *Leadership & Organization Development Journal*, 35(8), 691–709.

WEEK 24



CONNECT WITH YOUR CO-WORKERS.

Other-awareness isn't a one-time effort to get to know your co-workers. It is a practice. It requires curiosity about other people's feelings, needs, motivations, and concerns. Learning how others think and feel enables us to understand why people do what they do.

To what extent do you agree or disagree with the following statements:

I KNOW THE PEOPLE I WORK WITH, THEIR IDENTITIES, VALUES, CHALLENGES AND HOW THEY WORK BEST.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ No Idea
- ☐ Agree
- ☐ Strongly Agree

I PAY ATTENTION TO HOW THEY REACT AND CAN PREDICT HOW THEY MAY THINK, FEEL, AND BEHAVE IN RESPONSE TO MY BEHAVIOUR AND DIFFERENT SITUATIONS.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ No Idea
- ☐ Agree
- ☐ Strongly Agree

I EMPATHISE WITH OTHERS AND CONSIDER THEIR PERSONAL LIVED EXPERIENCES OR PERSPECTIVES TO BETTER UNDERSTAND THEIR VIEWS.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ No Idea
- ☐ Agree
- ☐ Strongly Agree

I RESPOND IN A WAY THAT MEETS OTHER PEOPLE'S NEEDS AS WELL AS MY OWN.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ No Idea
- ☐ Agree
- ☐ Strongly Agree

I LOOK TO DISCOVER WHAT VALUES MATTER TO OTHERS WHEN HAVING IMPORTANT DISCUSSIONS.

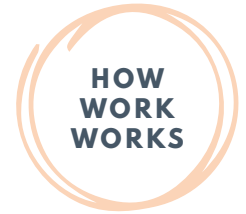
- ☐ Strongly Disagree
- ☐ Disagree
- ☐ No Idea
- ☐ Agree
- ☐ Strongly Agree

If you mostly answered **DISAGREE**, you are still learning how to centre others' perspectives. It is recommended that you commit to specific actions you can take to consciously connect and engage with colleagues who do not share your background.

If your answers were **MIXED**, you may still be developing your ability to foster empathy and react with compassion in difficult situations. You may benefit from seeking feedback from your colleagues on how you can recognise the unique capabilities and perspectives of your teammates.

If you mostly answered **AGREE**, you are proficient in creating meaningful connections. Continue engaging in open communication and genuine perspective-taking.

WEEK 25



REVIEW YOUR PERSPECTIVE-TAKING.

Perspective-taking is the practice of considering how another person might think, feel, behave and why.

TRY THIS SIMPLE EXPERIMENT:

Using your index finger, take a minute to draw the letter E on your forehead.

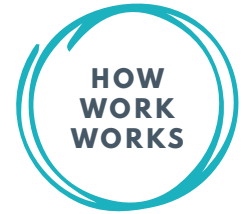
DID YOU WRITE THE LETTER E FACING YOUR DIRECTION - SO YOU COULD READ IT? OR DID YOU WRITE IT FACING THE RIGHT WAY FOR SOMEONE ELSE TO READ?

How you drew the letter E reveals whether you tend to be self-oriented or are more likely to consider other people's perspectives.

A 2004 study published in the Journal of Social and Clinical Psychology found that when people were asked to draw an E on their foreheads, more self-aware people would draw the E from the perspective of the other person rather than themselves.*

When we don't engage in perspective-taking, we tend to rely on snap judgements to guide our interactions. Practising perspective-taking is not simply imagining how someone else might feel, it is imagining yourself in a similar situation to the other person.

*Using your index finger: Paul J. Silvia and Maureen E. O'Brien, "Self-Awareness and Constructive Functioning: Revisiting 'The Human Dilemma,'" Journal of Social and Clinical Psychology 23, no. 4 (August 2004): 475-489.



PRACTISE PERSPECTIVE-TAKING.

Reflect on a recent, specific example of perspective-taking or visualise a potential situation in the future when you might benefit from perspective-taking. Pay attention to details and write them down.

- **HOW DID YOU LET GO OF EGO AND CENTRE THAT PERSON'S PERSPECTIVE AND ENGAGE IN THEIR LIVED EXPERIENCES?**
- **WHAT QUESTIONS DID YOU ASK TO UNDERSTAND THEIR CHALLENGES, CONCERNS, AND APPROACHES TO THE SITUATION?**
- **HOW DID YOU ADJUST YOUR ASSUMPTIONS AND EXTEND AN OFFER OF SUPPORT, APPRECIATION, AND REASSURANCE?**

The more you can see someone else's perspective and engage in behaviour that supports them, the more likely they will support you.

OR

Imagine you have a colleague who appears disengaged in virtual team meetings, often has their camera off, and doesn't participate or contribute any ideas. You are unsure of what they are working on and sense the wider team are increasingly frustrated and feel they are slacking.

Let's engage in perspective-taking by taking on the role of said colleague:

- **WHY ARE YOU NOT CONTRIBUTING TO THE TEAM'S ACTIVITIES?**
- **DO YOU FEEL EXCLUDED?**
- **DO YOU EVEN KNOW WHAT YOU ARE EXPECTED TO CONTRIBUTE?**
- **HOW ARE YOU EXPERIENCING THE TEAM AND HOW IS THIS IMPACTING YOUR CHOICES?**
- **WHAT DO YOU NEED TO FEEL COMFORTABLE ENGAGING OR CONTRIBUTING?**
- **HOW WOULD YOU RESPOND IF TEAM MEMBERS REACHED OUT TO OFFER SUPPORT, APPRECIATION, AND REASSURANCE?**

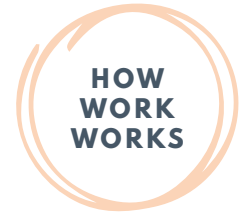


DID YOU KNOW?

**IT TAKES LESS THAN ONE-
TENTH OF A SECOND TO
FORM AN ASSESSMENT OF
A PERSON.**

Janine Willis and Alexander Todorov, "First Impressions: Making Up Your Mind after a 100-Ms Exposure to a Face,"
Psychological Science 17, no. 7 (July 2006): 592-598.

WEEK 27



SHARE YOUR REFLECTED KNOWLEDGE.

Reflected knowledge is the informal information people share at work that helps you understand how they perceive the organisation, including the dynamics of relationships within a team, individual team member's strengths and weaknesses, team norms, and organisational decisions or challenges.

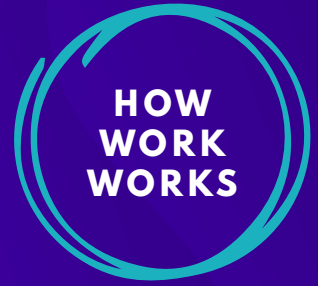
Building organisational awareness is about demonstrating that you care about your co-workers by paying attention to them, valuing their contributions, understanding their challenges, and listening to their needs.

Think about an important decision that has been made in your organisation, like a leadership change, downsizing or not going ahead with a particular project.

Now, think about the people involved in the decision. Did you understand their perspectives regarding the challenges, opportunities or costs the decision might create for them?

This week let's make sharing reflected knowledge a practice by making time to meet with two co-workers in-person or virtually.

- ✓ **INVITE THEM TO SHARE THEIR EXPERIENCES OF THE ORGANISATION**
- ✓ **DEMONSTRATE A GENUINE INTEREST IN THEIR AMBITIONS, GOALS, AND WORK OR CAREER ADVANCEMENT**
- ✓ **FIND A WAY TO RECOGNISE THEIR CONTRIBUTIONS AND EFFORTS**
- ✓ **HIGHLIGHT THE UNIQUE ATTRIBUTES THEY BRING TO THE TEAM**



KNOW YOUR NETWORKS

YOUR ABILITY TO DO YOUR JOB RELIES
ON THE INFORMAL CONNECTIONS
YOU CULTIVATE

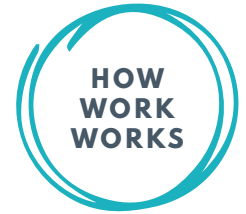


DID YOU KNOW?

**PEOPLE WITH HIGH-QUALITY
INFORMAL NETWORKS
ARE NOT EXTROVERTED OR
INTROVERTED; THEY DO
THINGS DIFFERENTLY.**

Rob Cross, Nitin Nohria and Andrew Parker, "Six Myths About Informal Networks - and How To Overcome Them,"
MIT Sloan Management Review 43, no. 3 (April 2002): 67.

WEEK 28



REVIEW YOUR ACCESS TO INFORMAL INFORMATION.

The quality and range of social relationships you form at work determine the quality and range of informal information you have access to. Informal information includes information shared casually (for instance, over virtual coffee or after-work drinks), to learn what organisational changes are happening, what promotional opportunities exist, why certain decisions are made, who will support you and what team members get along.

How would you rate the strength of your informal connections at work?

- ☐ **VERY POOR**
- ☐ **POOR**
- ☐ **OKAY**
- ☐ **GOOD**
- ☐ **VERY GOOD**

Use the space to write your responses to these questions. Take all the time you need to consider how well you understand your informal networks.

WHO DO YOU NEED TO WORK WITH, AND HOW DO YOU WORK WITH THESE PEOPLE TO GET THE JOB DONE?

WHAT INFORMAL WORKPLACE OPPORTUNITIES EXIST, AND WHO CAN SUPPORT YOU WITH ACCESSING THEM?

WHO IS WILLING TO SUPPORT YOUR NEXT CAREER MOVE AND ADVOCATE ON YOUR BEHALF? HOW DO YOU ACCESS CAREER SUPPORT IF YOU DON'T HAVE IT?

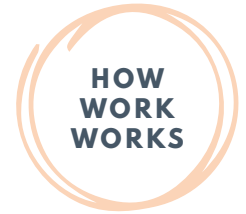


DID YOU KNOW?

**80% OF VACANT POSITIONS
ARE FILLED THROUGH
INFORMAL NETWORKS.**

Julia Freeland Fisher, "How to Get a Job Often Comes Down to One Elite Personal Asset,
and Many People Still Don't Realize It," CNBC, December 27, 2019.

WEEK 29



GET TO KNOW YOUR INFORMAL ADVICE NETWORK.

When we don't know what informal connections we have, we don't understand what existing relationships need our attention or where we need to spend time developing new relationships.

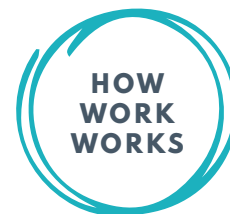
Knowing who to turn to for what is the starting point for understanding how your networks work.

Think about when you started a job and the people who helped you understand the company jargon, how to pitch an idea or gain support for a critical decision. Write down their names in column A.

Now in column B, write down all the people you might seek out for similar guidance at work.

COLUMN A	COLUMN B

Combined, the names on the lists are your informal advice network.



WEEK 30

MAP YOUR RELATIONSHIPS AT WORK.

Mapping your network is vital because this is how you become aware of your connections and how diverse, beneficial, and close your contacts are. With this awareness you can begin to act and build relationships you might be lacking - and see why you don't have the information, support, and advice you need to succeed.

To map your network, first decide which of the three networks you want to evaluate - your advice, social support, or informational network.

1. INFORMAL ADVICE NETWORKS

Your informal advice network includes the people you go to for advice regarding a challenge or problem you are experiencing at work, such as how to gain support for an idea or approval for promotion.

2. INFORMAL SOCIAL SUPPORT NETWORKS

Your informal social support network is the people you turn to for encouragement, emotional support, or help with professional or personal challenges.

3. INFORMAL INFORMATIONAL NETWORKS

Informal informational networks include the people you go to who can provide information on how the informal workplace works. For example, understanding who has relationships with whom, what changes might be happening in the broader organisation, how these changes might potentially impact you, and who you can go to for support with a task or project.

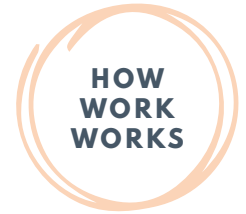
A large, empty rounded rectangle with a thin grey border, intended for a diagram or notes related to the network mapping exercise.

- In the first column, write down the names of all the people within your chosen informal network.
- Then in the second column, review each name on the list to decide if the person is similar or different from you in terms of your demographic characteristics, i.e., gender orientation, race, age, ethnicity, social class, sexual orientation, expertise, organisational level, and function, etc.
- In the third column, decide if the relationship with each person is mutually beneficial for both parties or a one-way connection as only one person benefits from the relationship.
- Then, in the fourth column, review how close or loose your connections are. Look at each name on the list and decide if you know the person well enough to trust them and can predict how they will behave.

NAMES	SIMILARITY [SIMILAR/ DIFFERENT]	TYPE OF CONNECTION [MUTUALLY BENEFICIAL/ONE-WAY]	STRENGTH OF RELATIONSHIP [CLOSE/LOOSE]
<i>Joe Example</i>	<i>Similar</i>	<i>Mutually Beneficial</i>	<i>Close</i>

When you map your networks, you build a map of who you trust. In the following exercises you will review how diverse, beneficial, and close your contacts are. You will also explore the actions you need to take to ensure you have the information, support, and advice you need to succeed.

WEEK 31



DIVERSIFY YOUR NETWORK.

Establishing and maintaining relationships requires time, attention, and energy, which can be exhausting. Most relationships are built on similarities because getting to know people who share your hobbies or interests is easy.

Now spend a moment reviewing your list again.

- **DOES YOUR INFORMAL NETWORK CONSIST OF FEWER THAN 12 PEOPLE?**
- **DOES YOUR INFORMAL NETWORK MIRROR WHO YOU ARE?**
- **HOW OFTEN DOES THE WORD “SIMILAR” APPEAR IN COLUMN TWO?**
- **HAVE YOU CONSIDERED DIVERSITY BEYOND THE VISIBLE (E.G. RACE/ETHNICITY, AGE, GENDER, ETC.)? FOR EXAMPLE, INVISIBLE DIMENSIONS SUCH AS THINKING STYLES, SOCIO-ECONOMIC LEVEL, EDUCATION, INDUSTRY EXPERIENCE, VALUES, WORLDVIEW, ETC.**

Think about which people you might want to introduce yourself to.

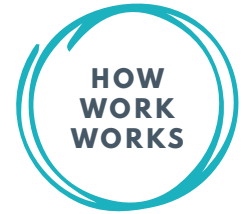
What opportunities can you initiate to get to know different people and grow your informal network? For example, take them out for a cup of coffee or connect for a virtual catch-up. Facilitate a team-building activity or enrol in the delivery of your work.

How can you seek the outliers - the people with unique experiences, backgrounds, and cultures in your industry - and build a relationship with them? Increase your presence on LinkedIn and be purposeful in connecting.

How can you make time and space to connect with new people regularly? Consider networking across levels and sectors.

ALWAYS BE WILLING TO LISTEN, LEARN AND COLLABORATE

WEEK 32



BUILD HIGH-QUALITY RELATIONSHIPS.

THE QUALITY OF RELATIONSHIPS DEPENDS ON HOW MUTUALLY BENEFICIAL THEY ARE

One of the common mistakes people make in building relationships at work is assuming that just because they know someone well, the association is worth investing in.

Mutually beneficial relationships enable feelings of psychological safety, trust, and well-being. By contrast, one-way connections can harm your psychological well-being.

To examine the quality of your relationships, review the names on your list that you identified as mutually beneficial (in column three) and ask yourself the following questions:

DO YOU FEEL SAFE SHARING FEELINGS, CHALLENGES, AND PROBLEMS YOU ARE ENCOUNTERING WITH THE OTHER PERSON?

☐ Yes

☐ No

DO YOU DISCUSS DISAGREEMENTS? CAN YOU REMAIN FRIENDS, EVEN IF YOU HOLD DIFFERENT BELIEFS, OPINIONS, AND PERSPECTIVES?

☐ Yes

☐ No

DO YOU FEEL COMFORTABLE SHARING YOUR AMBITIONS, ASPIRATIONS, AND IDEAS WITH THE OTHER PERSON?

☐ Yes

☐ No

If you answered yes to each of these questions, then it is highly likely that your relationship is a high-quality connection, which means you need to do the work to keep it.

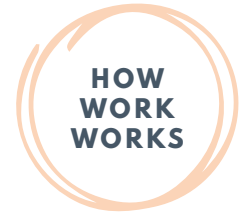
The background of the entire slide is a dramatic, low-angle photograph of a stormy sky. Dark, heavy clouds fill most of the frame, with a bright light source, likely the sun, breaking through near the bottom center, creating a strong lens flare and illuminating the undersides of the clouds. A white rectangular border is centered on the slide, enclosing the text.

DID YOU KNOW?

**ROUGHLY 90% OF ANXIETY
AT WORK IS CREATED BY
5% OF THE PEOPLE IN YOUR
INFORMAL NETWORK!**

Cross, R. and Thomas, R.J. (2011) Managing Yourself: A Smarter Way to Network. Harvard Business Review.

WEEK 33



YOUR ROLE WITHIN YOUR NETWORK.

Knowing the role you perform is essential because it helps you understand how other people within your informal network perceive you.

First, review the descriptors below for each role within an informal network and decide which one you occupy most. Remember that you can perform multiple roles in an informal network, but you tend to occupy one role more than the others. Your role may also change over time as your relationships or informal networks change.

The role you tend to occupy the most reflects how most people perceive you within the informal network.

CONNECTOR

You are at the centre of any network. You tend to be very influential as you are associated with most people within the network, who seek you out for help, advice, and information.

BRIDGE

You tend to only have close connections with some people within an informal network but have many loose connections in multiple informal networks. You are sought out for *who you know* and for advice on who to go to for what. You may also find it easy to make connections and be socially confident.

BROKER

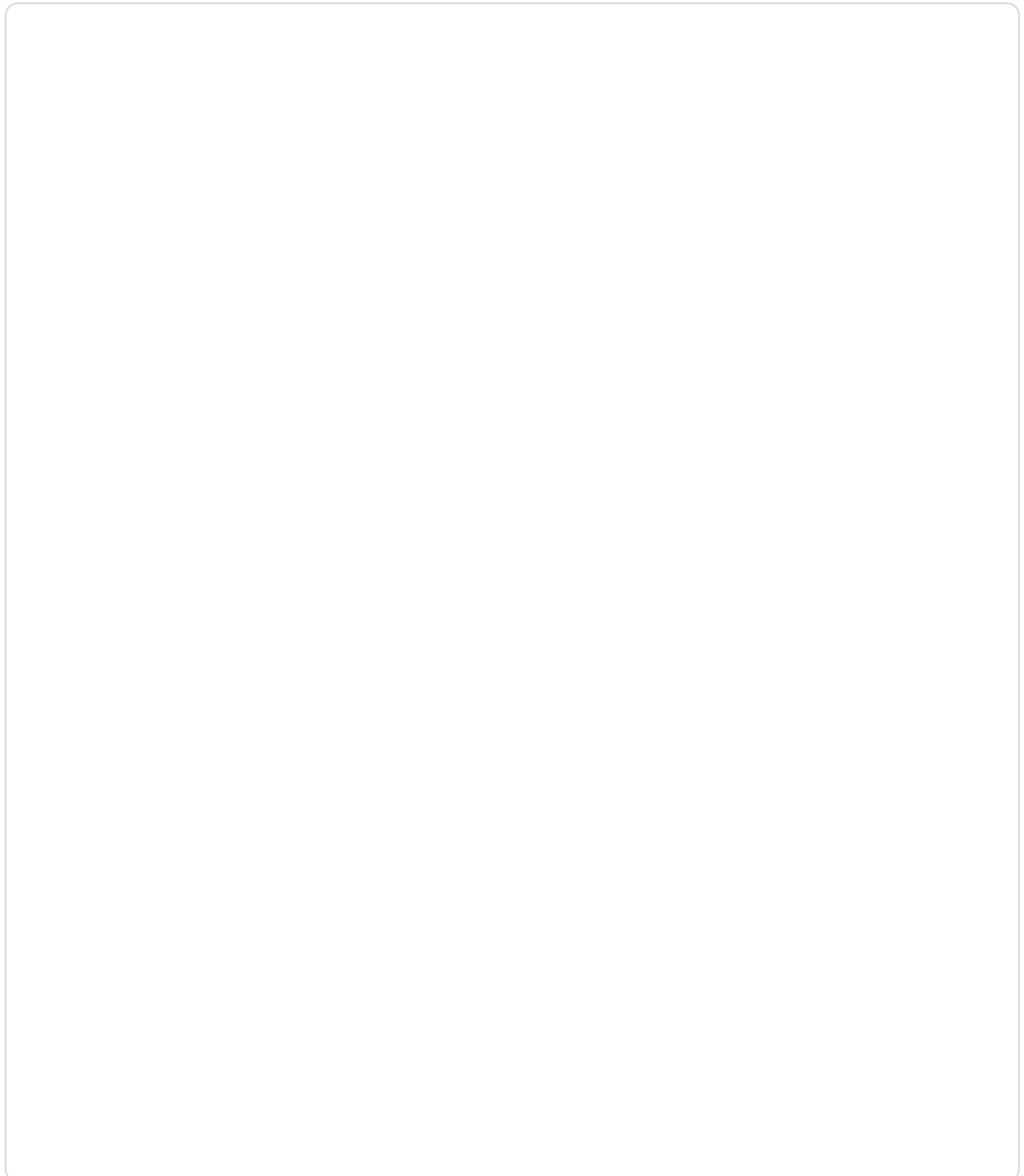
You always seem to be the first to know what is going on and are willing to share what you know. You may only have a few close and loose ties within a network but are a part of numerous diverse networks. You are typically sought out for advice on *how to get things* done because you know a diverse range of people who can help with just about any task. You may also find it easy to connect across differences and enjoy meeting people from diverse backgrounds.

EXPERT

You have only a few close and loose connections within a network, but your connections rely on you for critical skills or knowledge. You are regularly sought out for *what you know*. You have the experience, skills, insights, and ability to help solve complex problems at work.

Next, consider whether there is someone you want to connect with or someone you are struggling to connect with. Do you understand the role they occupy and how to connect with them? What can you offer to strengthen your connection with them?

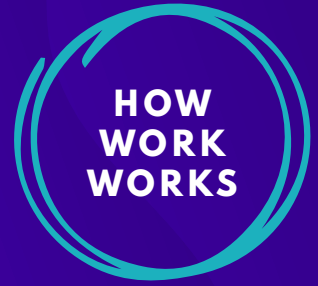
For example, for Bridges and Brokers, you can share contacts and make introductions. For Experts, you can share exciting information or your expertise. For Connectors, you can offer information, social support, and advice.



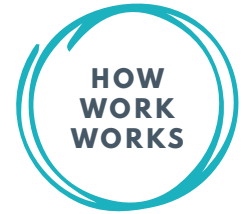
“

**I DIDN'T KNOW WHAT I WANTED
TO DO. BUT THE ONLY THING I
KNEW IS THAT I WANTED TO BE
IN CHARGE OF MY LIFE.**

DIANE VON FURSTENBERG



BE YOUR OWN CAREER COACH



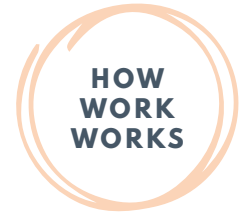
PRACTISE CURIOSITY.

An essential part of career advancement is learning to coach yourself. Coaching yourself won't replace any mentoring or conversations you may have with other people. Rather, learning to coach yourself is about cultivating the self-awareness you need to guide your growth and development.

Anyone can learn to coach themselves, all it takes is practice. Self-coaching starts with developing a healthy curiosity.

- 1. PAY ATTENTION TO THE ASSUMPTIONS YOU MAKE ABOUT YOUR CAREER LIMITATIONS, GOALS, AND ASPIRATIONS. CONSIDER CHALLENGING ANY NEGATIVE BELIEFS BY ASKING WHAT-IF QUESTIONS.**
- 2. EXPLORE DIFFERENT PERSPECTIVES, IDEAS, AND VIEWS ABOUT YOUR POTENTIAL BY ASKING OPEN QUESTIONS ABOUT WHAT IMPACT YOU WANT TO MAKE, WHAT TYPE OF WORK YOU FIND FULFILLING, AND WHAT CAREER NEEDS YOU MIGHT HAVE.**
- 3. WHEN YOU ARE AT A DIFFICULT POINT IN YOUR CAREER, USE CURIOSITY TO EXPLORE WHAT YOU ARE FEELING AND WHY BY ASKING:**
 - What actions have you tried in the past? What worked and what didn't?
 - Feelings often tell us what we need. Based on your feelings, what career needs are not being met?
 - What would a fulfilling career look like? Brainstorm a few ideas.
 - What is one action you might take to create this type of career?
 - Who might be able to support you with taking this action?
 - How can you hold yourself accountable?

WEEK 35



LEARN TO PLAYBACK WITH EMPATHY.

Practising curiosity is how we come to understand why we think, feel, and behave in the way that we do. But all too often we judge ourselves, rather than responding with empathy and care.

When you coach yourself, you must learn how to reflect on your thoughts, feelings, and behaviour, with empathy.

You can start doing this by using the following questions:

- **WHAT AM I FEELING?**

Learn to playback, for example: “I am feeling overwhelmed, which is understandable given the situation I am experiencing. I wonder what I might need to feel less overwhelmed?”

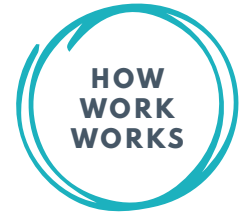
- **WHAT AM I THINKING?**

Learn to playback, for example: “I am thinking a lot of anxious thoughts, how can I pause and take a breath? What do I need to slow down and see this situation in a more balanced way?”

- **WHAT AM I DOING?**

Learn to playback, for example: “I am not showing up at work in the way that I want to. I am reacting to situations rather than responding to them. What could I do to respond to difficult situations more thoughtfully?”

WEEK 36



COACH YOURSELF THROUGH FEEDBACK.

A key part of being your own career coach is taking time out to reflect on the feedback your co-workers give you. Feedback is a gift, because it helps you to understand yourself, uncover new approaches and explore what you need to do or develop to realise your goal.

The key with feedback is to be open to different perspectives and ways of working. If you become defensive or shut down when people share their point of view you may miss out on opportunities to take positive action and navigate your career with more control and confidence.

One way to remain open to feedback is by regularly taking time out to reflect on the formal and informal feedback you have received by doing the following:

✓ **ASK QUESTIONS**

When you are receiving feedback, make sure you understand what the other person is trying to tell you by asking clarifying questions. Try to get specific examples or actions you could take to improve.

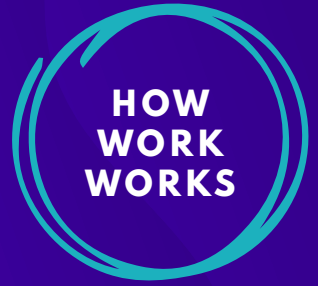
✓ **ANALYSE PATTERNS AND LOOK FOR CONSISTENT THEMES**

When reviewing feedback, it is helpful to assume good intent as most people want to help you improve your performance. To know whether you should act on someone's feedback, you need a second and third opinion. Make sure you ask a diverse range of people for feedback and then take time to review this feedback for patterns or themes. When you can start to see some consistency in what people are saying it is likely that this is an area you may need to work on.

✓ **FOCUS ON GETTING BETTER AND SEEK SUPPORT**

Once you know what you need to work on it is important to create an action plan and include specific actions you will take to improve. Share these with the people who gave you the feedback to show them you have taken their feedback seriously and that you are committed to improving. They may also have ideas you haven't considered.

THE KEY WITH FEEDBACK IS TO BE OPEN TO DIFFERENT PERSPECTIVES AND WAYS OF WORKING



GET TO KNOW THE NEW RULES OF WORK

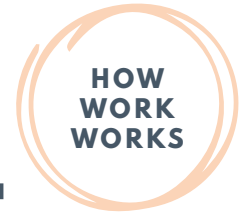
THE NEW WORLD OF WORK HAS
CREATED NEW UNWRITTEN RULES
FOR HOW WE DO WHAT WE DO



DID YOU KNOW?

**UNDERSTANDING SHARED
NORMS PLAYS A SIGNIFICANT
ROLE IN CAREER ADVANCEMENT
REGARDLESS OF A PERSON'S
GENDER, RACE, OR ETHNICITY.**

Laura Sabattini, PhD, and Sarah Dinolfo "Unwritten Rules: Why Doing a Good Job Might Not Be Enough," Catalyst, February 9, 2010.



GET TO KNOW WHAT GOOD LOOKS LIKE IN YOUR WORKPLACE.

When we join an organisation, often unknowingly, we watch how leaders behave.

Over time, we understand what behaviours get rewarded, supported, endorsed, and promoted. These behaviours are the 'ideal worker' behaviours.

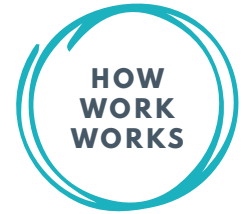
Take a few minutes, close your eyes, and picture the 'ideal leader' in your workplace.

- **WHAT DO THEY LOOK LIKE?**
- **HOW DO THEY ACT?**
- **ARE THEY TASK-FOCUSED?**
- **DOMINANT AND ASSERTIVE?**
- **DO THEY TELL EMPLOYEES WHAT TO DO, WITH EMPLOYEES LARGELY FOLLOWING SUIT?**
- **ARE THEY DEMOCRATIC, CARING, AND SUPPORTIVE?**
- **ARE THEY FOCUSED ON PEOPLE OVER POLICIES OR PROCESSES?**

A large, empty rectangular box with rounded corners and a thin grey border, intended for a drawing or reflection.

Research has found that the 'ideal worker' tends to be someone who engages in dominant, assertive, aggressive, and competitive behaviour but they are also willing to work long hours and marginalise, discriminate, and exclude people to advance their careers.

WEEK 38



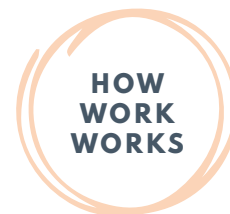
THE NEW DEFINITION OF SUCCESS.

As workplaces become more informal, ambiguous, and volatile we need to develop our social and emotional skills (often referred to as soft skills) to demonstrate emotional intelligence, inclusion, collaboration, critical thinking, flexibility, adaptability, authenticity, and resilience.

Spend some time reviewing the following behaviours and tick the ones you need to work on.

- ☐ **I INVEST IN BUILDING RELATIONSHIPS WITH PEOPLE WHO ARE DEMOGRAPHICALLY DIVERSE**
- ☐ **I DEVELOP A RANGE OF DIVERSE, INFORMAL NETWORKS WITH A MIX OF CLOSE RELATIONSHIPS AND ACQUAINTANCES**
- ☐ **I DEVELOP RELATIONSHIPS THAT ARE MUTUALLY BENEFICIAL**
- ☐ **I SHARE INFORMAL INFORMATION TO CONNECT WITH OTHERS, BUILD RELATIONSHIPS AND SUPPORT OTHERS' DEVELOPMENT**
- ☐ **I SHARE INFORMAL INFORMATION WITH A WIDE RANGE OF PEOPLE TO BUILD SELF-AWARENESS, OTHER-AWARENESS, AND ORGANISATIONAL AWARENESS**
- ☐ **I SEEK OPPORTUNITIES TO LEARN BOTH SOFT AND HARD SKILLS ON THE JOB**
- ☐ **I ACCESS INFORMAL DEVELOPMENT OPPORTUNITIES THROUGH PEER-TO-PEER RELATIONSHIPS**
- ☐ **I SUPPORT MY TEAMMATES' DEVELOPMENT BY PROVIDING ADVICE, SUPPORT, AND GUIDANCE**
- ☐ **I ACTIVELY MANAGE MY CAREER ADVANCEMENT RATHER THAN RELYING ON THE ORGANISATION FOR ADVANCEMENT OPPORTUNITIES**
- ☐ **I FOCUS ON COLLECTIVE RATHER THAN INDIVIDUAL ACHIEVEMENT**
- ☐ **I PAY IT FORWARD BY SUPPORTING MY TEAMMATES' ADVANCEMENT**

WEEK 39



LET VALUES DEFINE HOW YOU WORK.

The behaviours above are not meant to serve as a prescriptive list of actions for you to follow. This isn't how we learn.

Instead revisit your values from weeks 7 and 8 and think about what the most effective ways might be to successfully build informal networks, share informal information, and access informal development and advancement opportunities.

Use your values to guide the practices and behaviours you want to engage in. List them below under the following headings.

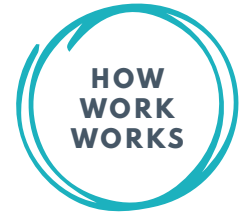
INFORMAL NETWORKS

INFORMAL INFORMATION SHARING

INFORMAL DEVELOPMENT OPPORTUNITIES

INFORMAL ADVANCEMENT OPPORTUNITIES

WEEK 40



DECIDE HOW YOU WANT TO WORK.

In addition to reflecting on the behaviours you engage in (when it comes to informal networking, information sharing and accessing informal development and advancement opportunities) it is helpful to think about the behaviours you engage in when undertaking your work.

Take a moment to review the list below and tick the behaviours you engage in most when undertaking your work.

OLD WORLD OF WORK

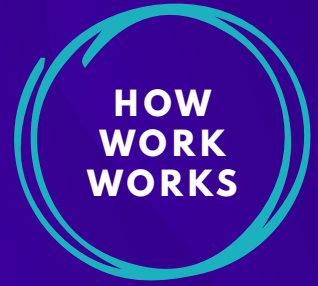
- ☐ **COMMAND AND CONTROL**
- ☐ **DOMINANCE**
- ☐ **AGGRESSION**
- ☐ **COMPETITION**
- ☐ **WORKING LONG HOURS**
- ☐ **TELLING OTHERS WHAT TO DO**
- ☐ **CONFORMITY**
- ☐ **GROUP THINK**
- ☐ **ONE WAY OF WORKING**
- ☐ **FITTING IN**

NEW WORLD OF WORK

- ☐ **COLLABORATION**
- ☐ **CURIOSITY**
- ☐ **COMPASSION**
- ☐ **COMMITMENT**
- ☐ **CONSIDERATION**
- ☐ **EMPOWER OTHERS**
- ☐ **COURAGE**
- ☐ **CULTURAL COMPETENCE**
- ☐ **VALUE DIFFERENCE**
- ☐ **AUTHENTICITY**

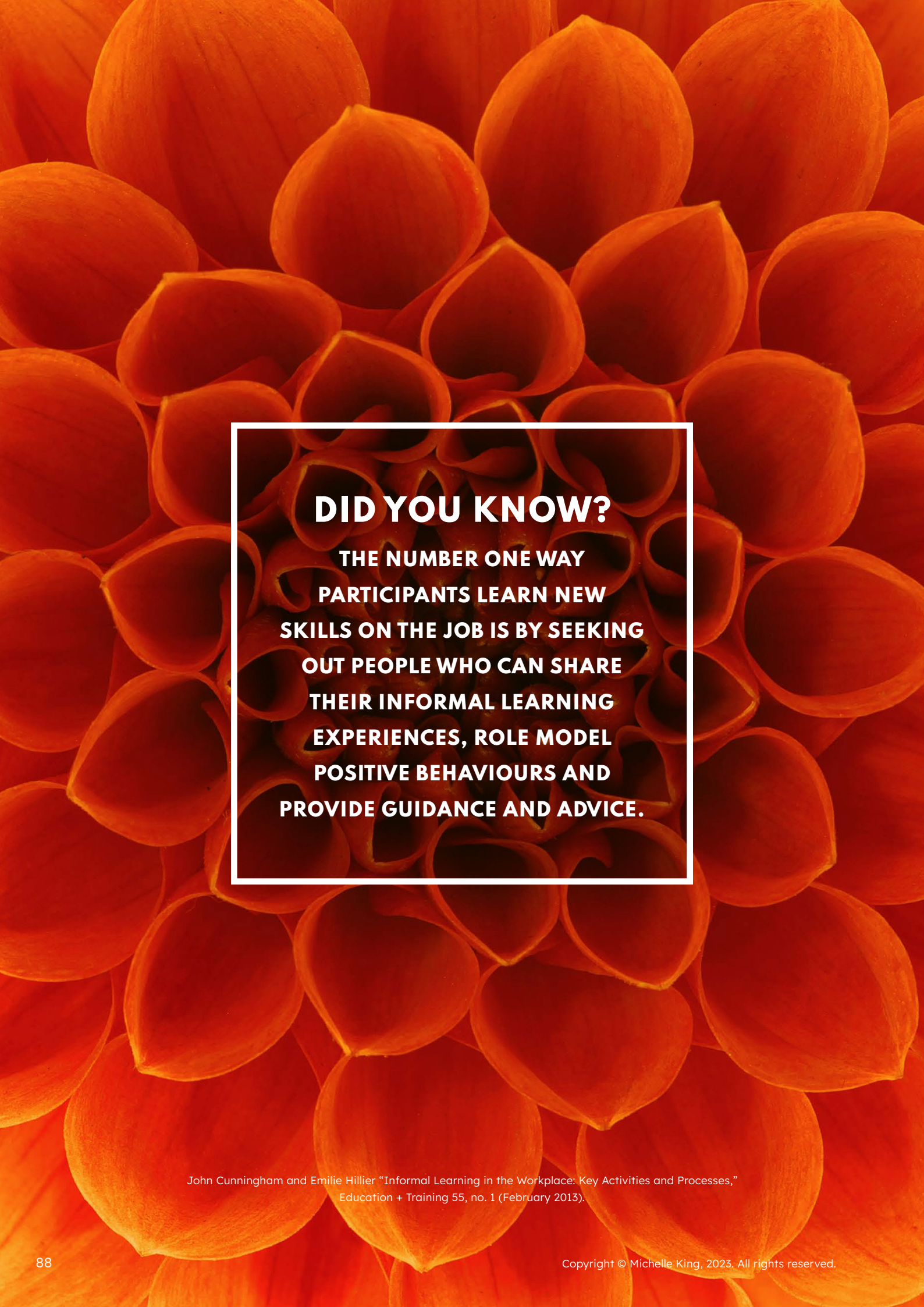
What skills do you need or want to learn to grow in your job, advance or seek something new?

How can you make time and find ways to enhance those skills? What specific opportunities are there for you to use them?



EMBRACE FREEDOM AND GROWTH

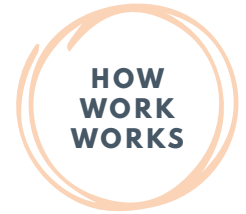
YOUR ABILITY TO LEARN DETERMINES
HOW FAR YOU GO IN YOUR CAREER



DID YOU KNOW?
THE NUMBER ONE WAY
PARTICIPANTS LEARN NEW
SKILLS ON THE JOB IS BY SEEKING
OUT PEOPLE WHO CAN SHARE
THEIR INFORMAL LEARNING
EXPERIENCES, ROLE MODEL
POSITIVE BEHAVIOURS AND
PROVIDE GUIDANCE AND ADVICE.

John Cunningham and Emilie Hillier "Informal Learning in the Workplace: Key Activities and Processes,"
Education + Training 55, no. 1 (February 2013).

WEEK 41



KNOW YOUR POTENTIAL.

Companies often sell the idea that an employee's potential is determined by the skills they can list on a resume, but this isn't true. Potential is your ability to learn on the job.

Your potential is determined by two important things: your intention to learn a new skill and your ability to take ownership of your development.

How would you rate your willingness to: *[intentional/incidental]*

RESIST THE BIAS TO TAKE ON NEW CHALLENGES

LEARN NEW SKILLS

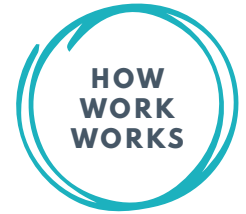
SEEK GROWTH OPPORTUNITIES TO IMPROVE DIFFERENT CAPABILITIES

LEARN FROM YOUR FAILURES

ACCEPT FEEDBACK

Consider your responses. Research the area you are trying to develop. There is an extensive supply of resources online. Now break it down into daily practices you can commit to this week.

WEEK 42



CONSIDER HOW YOU CAN LEARN FROM YOUR COLLEAGUES.

WHEN IT COMES TO INFORMAL LEARNING, YOUR CO-WORKERS ARE YOUR TEACHERS

Your peers can help you learn by sharing their experiences, helping you solve real-life problems and giving you feedback, advice, and support.

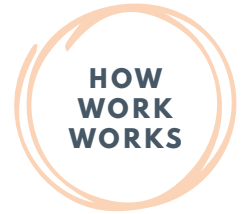
Think of one or two people who have worked closely with you or have observed your performance on a given task - such as a peer, direct report, or line leader - who may be willing to share their perspectives on how you did. Invite them to share what you could do differently or how you could adjust your approach.

In virtual and hybrid settings we need to be even more deliberate, systematic, and planful in collecting and using informal feedback.

How can you initiate conversations to gather informal feedback? What ways can you reach out and ask for feedback? Write them down and make a plan.

TAKE TIME TO **REFLECT**

WEEK 43



LEARN THROUGH TRIAL AND ERROR.

As you experiment with new approaches and try out new behaviours, you can determine what is working by observing your co-worker's reactions and asking for feedback.

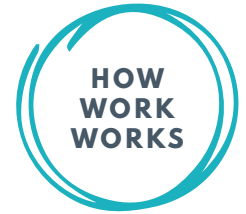
Reflect on a challenge you're facing and ask yourself:

**WHAT'S THE IMPACT OF MY BEHAVIOUR ON OTHER PEOPLE?
WHAT WORKED AND WHAT DID NOT?**

WHAT COULD I DO TO CHANGE THE OUTCOME OF THE SITUATION?

WHAT WILL I DO DIFFERENTLY?

WEEK 44



RE-ENGAGE WITH YOUR WORK.

We have to take back our freedom by managing our careers rather than quietly quitting.

When we quietly quit, we stay tied to jobs and careers that no longer serve us. When you manage your career, you reclaim your freedom to choose the experiences and the meaning you want to gain from the time you spend at work.

Inspired by the 12 questions from Gallup Q12 Employment Engagement Survey, let's assess how engaged you are. Respond using the following rating scale: 1: No, 2: Rather no than yes, 3: Undecided, 4: Rather yes than not, 5: Yes.

I KNOW WHAT IS EXPECTED OF ME AT WORK

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

I HAVE THE NECESSARY RESOURCES TO DO MY JOB EFFECTIVELY

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

AT WORK, I KNOW MY STRENGTHS AND CAN PERFORM AT MY BEST EVERY DAY

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

IN THE LAST SEVEN DAYS, I HAVE RECEIVED RECOGNITION OR PRAISE FOR DOING GOOD WORK

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

I FEEL SAFE AND CARED ABOUT AT WORK

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

I KNOW SOMEONE AT WORK WHO ENCOURAGES AND SUPPORTS MY DEVELOPMENT

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

MY THOUGHTS AND IDEAS ARE VALUED AT WORK

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

I FEEL CONNECTED TO THE WORK I DO, AND I KNOW HOW MY WORK CONTRIBUTES TO THE MISSION

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

MY CO-WORKERS SHARE A COMMITMENT TO EXCELLENCE

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

I HAVE AT LEAST ONE VALUABLE, RESPECTFUL, AND TRUSTED FRIENDSHIP ON THE JOB

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

I REGULARLY RECEIVE FEEDBACK ABOUT MY PERFORMANCE AND WORK PROGRESS

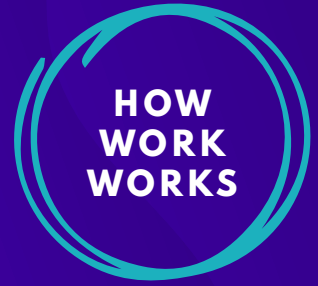
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

IN THE LAST YEAR, I HAVE HAD OPPORTUNITIES TO LEARN AND GROW

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

If you answered No to at least half of these statements, you may not feel engaged or fulfilled in your current role. Something may need to change.

Review your responses and consider what you need to re-engage with your work. Are there small adjustments you can make so work more directly reflects your values?



GET AHEAD WITHOUT LOSING YOURSELF

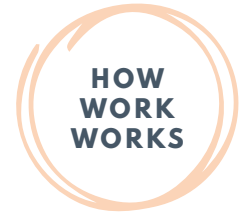
CAREER SUCCESS IS AN OUTCOME OF
THE ACTIONS WE TAKE TO MANAGE
OUR EXPERIENCE OF WORK



DID YOU KNOW?
**THE STATE OF THE GLOBAL
WORKPLACE 2022 REPORT
BY GALLUP FINDS THAT MOST
EMPLOYEES DON'T FIND THEIR
WORK MEANINGFUL, AS ONLY
21% OF EMPLOYEES REPORT BEING
ENGAGED IN THEIR WORK.**

Clifton, J. (2022). State of the Global Workplace Report 2022. Omaha, NE: Gallup Press.

WEEK 45



KNOW YOUR WHY.

To define your *why* for work, write down a sentence or two that clearly outlines your motivation, purpose, and reason for doing the work you do. This is a *why* statement.

You can write a *why statement* for any task, job, goal, or activity you want to undertake. All you need is one person to ask the questions and one person to respond.

- 1. FIRST, IDENTIFY SOMETHING YOU WANT TO DO, ACHIEVE, OR ASPIRE TO.**
- 2. SECOND, GET SOMEONE TO ASK WHY YOU WANT TO ACHIEVE THIS OBJECTIVE AND KEEP YOUR ANSWER TO ONE SENTENCE.**
- 3. THIRD, GET SOMEONE TO PLAYBACK THE RESPONSE BY REFRAMING THE ANSWER AS A WHY QUESTION. AGAIN, TRY TO KEEP YOUR ANSWER TO ONE SENTENCE.**
- 4. FOURTH, GET SOMEONE TO PLAYBACK THE RESPONSE AGAIN BY REFRAMING THE ANSWER AS A WHY QUESTION. AGAIN, TRY TO KEEP YOUR ANSWER TO ONE SENTENCE.**

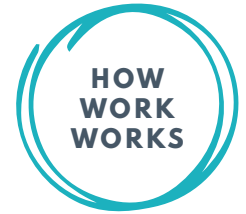
The person asking the questions needs to make sure they provide you with enough time to reflect and respond to each question. They mustn't judge or criticise your responses.

By the fourth or fifth time someone has played back your response by asking why, you will have nothing new to add.

You can stop and take all the responses and combine them into a *why* statement. Write it down and stick it up somewhere visible.

YOUR WHY GUIDES YOUR SENSE OF SELF. WHEN YOU KNOW YOUR WHY, YOU ARE ALSO MORE WILLING AND MOTIVATED TO TRY NEW THINGS, LEARN NEW SKILLS, AND ADAPT TO CHANGES IN YOUR WORKPLACE.

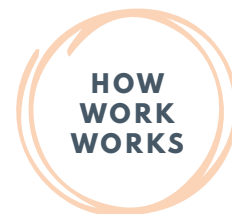
WEEK 46



IDENTIFY POTENTIAL CAREER ADVOCATES.

A career advocate is a person who understands your *why* for work and is willing to champion you to fulfil your *why*. They are willing to provide advice, support, coaching, inside information, connections with helpful people, opportunities to engage in meaningful work or use their position to advocate for your advancement by putting your name forward or recommending you for opportunities.

- ✓ **IDENTIFY AT LEAST TWO CAREER ADVOCATES** (or people who could become an advocate) within your organisation and two outside of it.
- ✓ **INVEST IN BUILDING A STRONG CONNECTION** - spend time getting to know the person so you can understand if they share your values and interests.
- ✓ **IT'S ABOUT RECIPROCITY** - be candid about your career aspirations and invite them to share theirs. Think of ways you can support their development and demonstrate care and concern for their advancement.



WEEK 47

REVISIT YOUR REPUTATION.

Know-how is a term to describe the ability to understand how to manage the value other people assign to your skills.

We often confuse managing our reputation with self-promotion and showing off. You manage your reputation by understanding how other people perceive you.

Look back at your reflections in week 17. Knowing your reputation is one thing; managing it is something else.

When it comes to engaging and collaborating with others, what have you done since to be more clear, transparent, and consistent?

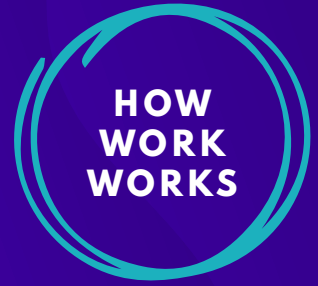
**DO YOU GO ABOVE AND BEYOND
TO SUPPORT YOUR CO-WORKERS?**

A group of people are silhouetted against a bright, orange-hued sunset sky. They are standing on a grassy hill, and several of them have their arms raised in the air, suggesting a moment of joy or celebration. The sun is low on the horizon, creating a strong lens flare effect across the scene.

DID YOU KNOW?

**WHEN PEOPLE VOLUNTARILY
HELP OTHERS, IT INCREASES
THEIR OVERALL LIFE
SATISFACTION, DECREASES
DEPRESSION, LOWERS
BLOOD PRESSURE, AND EVEN
INCREASES LONGEVITY.**

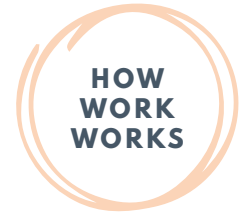
Theresa Eriksson and Caitlin Ferreira, "Who Pays It Forward the Most? Examining Organizational Citizenship Behavior in the Workplace,"
Journal of Theoretical Social Psychology 5, no. 3 (February 2021): 215–228.



PAY IT FORWARD

SUCCESS ISN'T ABOUT ARRIVING;
IT'S ABOUT LEAVING YOUR WORKPLACE
BETTER THAN YOU FOUND IT

WEEK 48



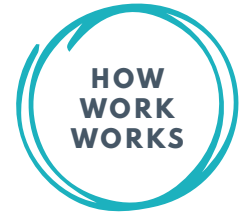
CREATE A MEANINGFUL CAREER.

Paying it forward is a term used to describe everything we voluntarily do that supports and benefits our co-workers and organisation. People engage in these behaviours because they notice something, sense a need, or feel a connection and compassion for their co-workers.

Write down examples of positive behaviours you engage in at work beyond your job description, such as offering to stay late to help a co-worker meet a deadline.

If you're struggling to come up with examples, think about how you can engage in behaviours that support your co-workers – either remotely or in person.

WEEK 49



PAY IT FORWARD TO FIND MEANING AT WORK.

We pay it forward when we help someone because that encourages them to help someone else.

The more help you receive, the more help you are likely to offer your teammates, which increases the strength of your relationships and the meaning you derive from work.

DO YOUR ACTIONS CONTRIBUTE TO BUILDING YOUR COMMUNITY?

☐ Yes

☐ No

**DO YOU SHOW CONCERN FOR YOUR CO-WORKERS AND OPENLY
INCLUDE OTHERS?**

☐ Yes

☐ No

**DO YOU WILLINGLY HELP PEOPLE EVEN IF THEY HAVE NOT ASKED
FOR IT?**

☐ Yes

☐ No

DO YOU BEHAVE WITH OTHER PEOPLE'S BEST INTERESTS AT HEART?

☐ Yes

☐ No

DO YOU OFFER INFORMATION, SOCIAL SUPPORT, AND ADVICE?

☐ Yes

☐ No

**DO YOU PROACTIVELY SHARE YOUR CONTACTS AND MAKE
INTRODUCTIONS?**

☐ Yes

☐ No

**DO YOU READILY SHARE YOUR EXPERIENCE, SKILLS, AND
INSIGHTS TO HELP SOLVE COMPLEX PROBLEMS AT WORK?**

☐ Yes

☐ No

DO YOU INVEST ENOUGH TIME CELEBRATING SUCCESS?

☐ Yes

☐ No

**DO YOU EXPRESS APPRECIATION FOR YOUR CO-WORKERS' HELP,
COLLABORATION, AND CONTRIBUTIONS?**

☐ Yes

☐ No

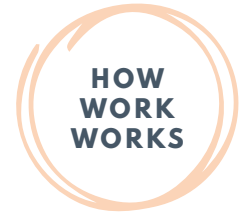
**DO YOU CONTRIBUTE TO A SAFE AND CARING WORK
ENVIRONMENT?**

☐ Yes

☐ No

If you answered no to any of the questions above, consider what you can do to change that.

WEEK 50



MAP YOUR MEANINGFUL CAREER MOMENTS.

You're the only one who can manage the meaning you derive from work. Let's map your career to date and plot all the roles you have had.

Under each role highlight the following details:

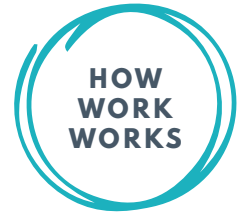
TRANSFERABLE SKILLS: the skills you have carried from job to job.

MEANINGFUL EXPERIENCES: moments you loved what you were doing and were at your best.

SIGNIFICANT RELATIONSHIPS: experts, colleagues, mentors, and coaches who made a difference in your career progression.

Can you see any common themes or patterns emerging? What does this tell you about your professional passions?

WEEK 51



FIND A PATH TO GREATER MEANING AT WORK.

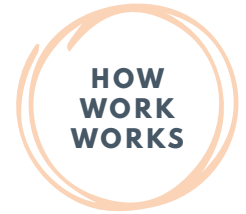
Your formal employment contract is less important than the agreement you make with yourself about how you want to manage your career and find fulfilment in your work.

Draw up a contract with yourself.

- **WHAT DO I NEED FROM MY PEERS AND LEADERS TO FEEL LIKE A SIGNIFICANT CONTRIBUTOR TO THE ORGANISATION?**
- **WHAT VALUES SUPPORT A SAFE AND CARING ENVIRONMENT AT WORK?**
- **WHAT DO I NEED TO BELONG?**
- **HOW DO I LIKE TO RECEIVE FEEDBACK AND COACHING?**
- **WHAT DO I NEED TO BE SUCCESSFUL IN MY ROLE?**
- **WHAT DO I NEED TO WORK EFFICIENTLY, WITH FLEXIBILITY AND POSITIVE INTEGRATION IN MY LIFE?**
- **WHAT TYPE OF OPPORTUNITIES HELP ME LEARN AND GROW?**

A large, empty rectangular box with a thin grey border, intended for the user to draw up a contract with themselves.

WEEK 52



EVALUATE THE NEW POSSIBLE.

Let's revisit your career letter from week 6.

Reflect on all that you have achieved to find meaning and fulfilment at work, both what you did and how you did it. Sketch out the complete picture.

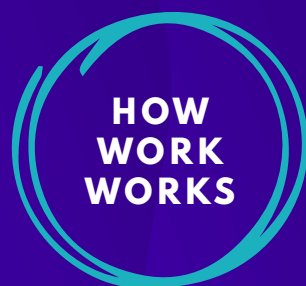
- **WHAT OPPORTUNITIES HAVE BEEN CREATED?**
- **WHAT WERE THE FACTORS THAT CONTRIBUTED TO THE MEANINGFUL MOMENTS?**
- **WHAT HAVE YOU LEARNED AND HOW HAVE YOU GROWN?**
- **HOW CAN YOU CONTINUE TO BUILD ON THIS SUCCESS AND CELEBRATE IT?**

A large, empty rectangular box with a thin grey border, intended for the user to write their reflections on their career letter and achievements.

JOIN OUR COMMUNITY

We hope you found this career plan insightful, and it created space for you to intentionally reflect and take positive action in managing your career. If you would like access to more resources, and information to continue your career development and meet like-minded people then please join our career community today at **belonghere.com**





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