

# **REBOOT YOUR CAREER**

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The workbook that will change your future

MIGUEL BAUMANN

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## **THANKS**

Special thanks to Martijn and Jacqueline, who both stood by my side when I was going through the whirlwind of changing careers, finding confidence and adjusting to life; and

To my loving parents, who always encourage me to learn more and reach beyond my own limits.

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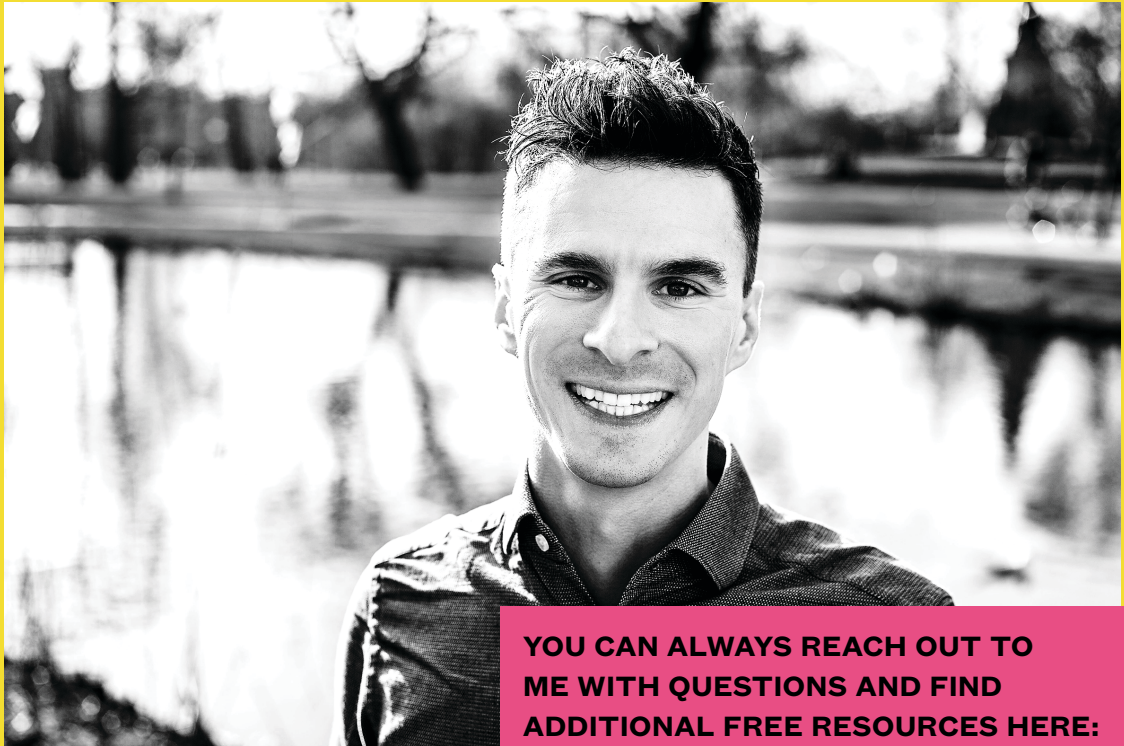
# About the author

I am Miguel, a serial entrepreneur with successes and failures. I hold masters degrees in both international and technology management. As a corporate manager for a Fortune 500 company in digital product management and data science, I was running, full speed, in circles. I ran after fame in consulting. I wanted to change the world with interesting, but personally meaningless, start-ups. When I achieved success I ran faster to avoid looking at the truly relevant questions in my life. I struggled with the impact I wanted to have on the world and what I saw as my life's purpose.

Eventually I began getting regular headaches. It took a diagnosis of stress-induced migraines for me to press pause. My doctor noted, 'You are stressed through the roof and barely breathing.' That was the moment I hit reset.

Over the next few years I very consciously created my own career. I continue to do so every day. I follow my curiosity and playfulness, becoming more myself with each passing day. I back up my interests with hard work, dedication and continual learning.

Today I am a professional certified career and leadership coach who supports CTOs, engineering managers and digital professionals as they create their own careers and lead their teams with authenticity.



**YOU CAN ALWAYS REACH OUT TO  
ME WITH QUESTIONS AND FIND  
ADDITIONAL FREE RESOURCES HERE:**

**[www.miguelbaumann.com/rebootyourcareer](http://www.miguelbaumann.com/rebootyourcareer)**

# Introduction

You're thinking about changing your career. Congratulations! You've already shown you have both courage and strength. Knowing what you want, or simply what you don't want, and changing your career is not easy. I will guide you through the process using structured and proven methodologies.

It all starts with learning more about yourself. Your career answers already reside inside of you. They just need your attention, and some work, to become clear. When you picked up this workbook you demonstrated you possess, and are ready to use, the drive to move forward on your career fulfillment journey. Feeling a little unsure is completely normal. It is also an indication you're ready to find the answers that work for you.

This book was originally a short career guide. Find your passion, find your career, done. As I drafted it, I realized there is so much more involved in achieving success. I have learned so much from the journeys of my clients, as well as my own journey, that I wanted to share that knowledge. The biggest lesson I've learned is that **knowing oneself is much harder than you think. It's not magic. It requires digging deep and remaining curious over time.**

It is so important to take the time to truly understand who you are and to learn to be proud of yourself. Only then you can create meaningful career goals that align with your personality.

This workbook contains the tools you'll need to guide you to your personal answers. If you get stuck along the way, you can visit [www.miguelbaumann.com/rebootyourcareer](http://www.miguelbaumann.com/rebootyourcareer) for additional resources.

You will:

- Uncover what you really want in a career
- Build confidence and find the courage to change
- Take focused, specific steps toward your goals

I strongly suggest you stick to the workbook's framework. Don't be in a rush but don't slack off either. It does take time for answers to unfold naturally but it also requires you consistently showing up and doing the work. My clients get the best results when they simply trust the process - and no worries, I've got you covered; there's a whole section on how to fight procrastination. The guide is split into four parts, each containing a few sections with focus areas and exercises.



**PART 01**  
OWN YOUR PAST

This part focuses on owning your life's stories. You will be building the foundation for further exploration. You'll re-discover forgotten interests and passions. A look back at your childhood will help you discover current patterns of behavior that may be in the way of your change or blocking your ability to dream up a great career for yourself.

**PART 02**  
BUILD LASTING  
CONFIDENCE

In order to figure out what you really want, you need to fully trust your own abilities to learn, grow and conquer the world. This section is about understanding your limiting beliefs and moving past them with ease. When you feel self-confident, you become open to think more broadly, thus expanding your options. That will allow you to get unstuck and find a career that will truly fulfill you.

**PART 03**  
CREATE CLEAR  
GOALS

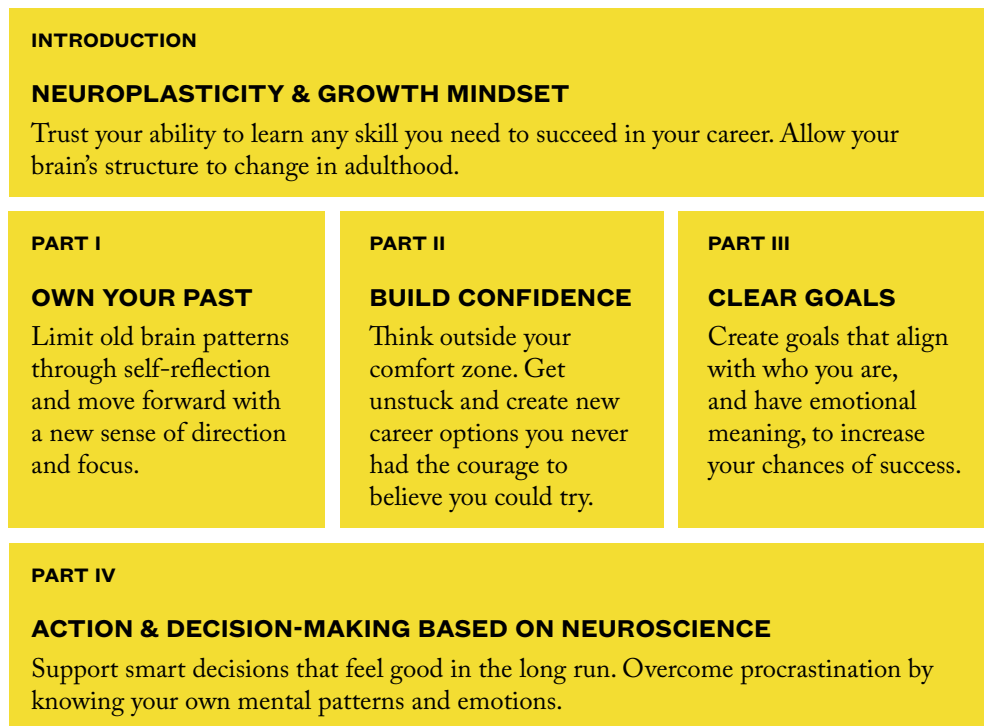
This section is all about identifying or creating a career that will allow you to thrive, and find happiness alongside success. You will do this by looking at what is most important to you, discovering what you value and creating career roadmaps. In order to know what career you want, you first need to create bold new career options you *might* want, and then explore those options. You will then narrow your choices to a select few, deeply considered, opportunities.

**PART 04**  
FOCUSED AND  
MEANINGFUL ACTION

This is the more practical part of the workbook. Here's where you learn from others in your life about the careers, activities or roles you have in mind. You will build a concrete, actionable path to get moving towards your new career options. These steps will build your confidence even further and drive you toward achieving your goals.

# How this guide is built on Neuroscience

Many of the concepts, exercises and questions in this guide are evidence-based coaching techniques rooted in neuroscience and positive psychology. The following model shows how the book is structured and what concepts from neuroscience each part is built upon:



Understanding the neuroscience behind each exercise is not necessary for you to succeed in finding the career you really want. I have seen, however, that it helps people to stick to the process and continue working. Therefore this section is your support against procrastination. By understanding the importance of the exercises you are more likely to earnestly engage with them. The theoretical elements are explained in the detail that follows, clarifying how each part is tied to scientific concepts.

## INTRODUCTION: NEUROPLASTICITY AND GROWTH MINDSET

One of the key elements in neuroscience is neuroplasticity. This means that your brain structure is not fixed. It can develop and evolve at every stage in life<sup>1</sup>. Development doesn't simply happen; it is triggered by activity. Learning a new habit, taking up an instrument or learning a foreign language are all examples of exercises that grow your brain. They change your neuron-connections and create new mental patterns. The more neuron-connections you have the stronger, more agile and faster your brain becomes. When two neurons are connected and heavily used, their connection gets stronger and easier to use. A habit or thought pattern emerges that runs almost on autopilot. Think of how the muscles in your body grow. Changing up a routine pulls the muscle out of a rut and stimulates growth. Though not a muscle, the brain is designed to work in much the same way. It takes time and effort to change, but change is possible.

Many widely adopted coaching methodologies use techniques that promote new neuron-connections. Creating better habits that serve you in the long run, that help you tackle fears, are at the core of coaching and therapy, and are the basis upon which this book is built.

Closely linked to neuroplasticity is the **growth mindset which describes the belief that a person can develop talents and create success through effort, learning and perseverance**<sup>2</sup>. It is not just about the goal reached, but the learning and progress towards something that deserves recognition. Understanding this allows you to take more risks and to open yourself to deep learning from failures. It also gives you the confidence to accept more challenges.

The opposite of a growth mindset is a fixed mindset. That means, when facing challenges, or receiving criticism, you are unable to see it as a learning opportunity<sup>3</sup>. Instead, you see the world as black and white: either you have the skills to achieve something or you don't. In this

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1 Rappaport et al., 2020

2 Duchi et al., 2020

3 Dweck, C. 2017

mindset, criticism means you are not able to perform a task and never will be. This mindset will hold you back from trying things outside your comfort zone or building confidence through learning.

In this book I will focus on the growth mindset and the ability for you to grow, learn and reprogram old behaviors, behaviors that are holding you back from thinking about a career that truly fulfills you. This fundamental concept of neuroplasticity is the basis for long-lasting change in humans.

## **PART 01: OWN YOUR PAST**

The goal of this workbook is to help you find a career that will fulfill you for the long run. In order to do so, you will look back at your life to discover new insights for use in the later parts of this book.

Besides finding these bits to inform you on your career choice, looking back and reflecting on your life, and your self, has other great benefits. Deep reflection on your own through exercises, coaching or therapy is part of processing emotions and experiences that have happened in your past.

Research has shown that people unconsciously repeat patterns built early on in life. As a result, those patterns continue to impact a person's adult years<sup>4</sup>. These patterns are stored in the basal ganglia of the brain. It is responsible for automatic, unconscious and automated behavior like cycling. These experiences and emotions might be subconsciously holding you back from fully embracing life and the opportunities it can offer you<sup>5 6</sup>. **When you are stuck in your career it might be that you are limiting yourself with an old pattern that used to serve you but is no longer beneficial.**

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4 Pally, 2007

5 D. J. Siegel, 2007

6 D. Siegel, 2012

In order to break through these limitations and behavioral patterns you need to first become aware of them. You do that by reflecting upon, for understanding, your own history. Once you are aware of your automated processes you can begin conscious change toward new behaviors. This workbook will help you do exactly that. It provides space to reflect, allows you to become aware, and then helps you create new ways of thinking and acting. This is an important part of freeing yourself from limitations, imposed by older generations or society, that are not serving you.

Embracing new challenges and creating a new future lies usually outside of one's comfort zone. In order to go there you need to be free from your past. Through reflection and processing the past, you will adopt new perspectives. Anything new for your brain will literally change your brain's structure, bit by bit. At the core of this section lies this old piece of wisdom: What got you here might not get you there. So, what helped you get to where you are today might be the exact skills, habits or perspectives that you need to change to gain new insights.

## **PART 02: BUILD LASTING CONFIDENCE**

You are seeking a new, creative solution to questions surrounding your career - otherwise you wouldn't be reading this book. These types of solutions are usually outside of, or right on the edge of, our comfort zone. In order to think of, or find, those potential new career options, you need to allow yourself to think and dream without limitations. If you don't feel confident, you won't dare to think of the solutions. Everyone has something from the past that holds them back from knowing what they want and truly stepping into their full potential. Parts 1 and 2 work on freeing you from this while instilling confidence to dream big. How exactly does this work?

In our past we experienced things, like imperfect parents or threatening situations, when we were not able to appropriately react or process what happened. We unconsciously create emotional or mental patterns. All of us have those patterns. These ways of thinking or

acting have protected us from getting back into another dangerous moment<sup>7</sup>. As this once worked to protect us, this pattern has been applied multiple times since. Over time these patterns have become the default for how you react to certain triggers. They are ingrained in your brain structure as strong neuron-connections. This is because the more you think, feel or act in a similar way, these specific neuron-connections become the default mode of operation.

These patterns often remain in place long after you would need them. You are perfectly equipped to deal with many threats you could not handle as a kid but the pattern remains and becomes the default for how you behave. **Those defaults hold you back from thinking, acting and dreaming freely and, therefore, limit how you think about yourself and your career.**

Confidence is built over time. It comes from taking risks, trying something new, failing and learning from taking further action to improve<sup>8</sup>. Limiting beliefs hold a person back from experimenting, thinking or taking action outside of their comfort zone. They therefore directly prevent confidence building.

In order to break free from this unproductive circle, you need to identify your limiting beliefs, and build confidence by taking specific action to learn and grow over time. This is the concept of growth mindset. This means that you cannot wait to feel confident, and then start doing things. It works the other way around: **You need to practice, fail, learn, practice again etc., until you feel confident about a specific skill or in general your ability to learn and grow.** With newfound confidence, you can start to think bigger and trust in your abilities. If you believe in yourself enough those new skills can be applied to career opportunities. Those opportunities become not just dreams. They shape your goals and, over time, your reality.

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<sup>7</sup> Chamine, 2012

<sup>8</sup> Lally et al., 2010

### PART 03: CREATE CLEAR GOALS

Back in the days when we became humans, we lived in tribes. Those tribes were everything to us. They provided the shelter, food and safety which we needed to survive. These elements are still present in our brain structure today. Any change in our circumstances is perceived as a threat in a brain part called the Amygdala, which then triggers the old fight-flight-freeze reaction. These reactions happen unless overwritten in the prefrontal cortex, which is the rational, logical part of the brain. This means that we willfully need to change our patterns through logic and reasoning. The effects of our old brain, embracing safety and connection, show why our brain literally resists even a thought about change, and why it can be so hard to think of a new future<sup>9</sup>.

**One way to get out of this resistance to change is to clarify what you want and set clear goals.** Here is why that helps: There are two neurotransmitters involved in goal setting. One is called oxytocin. It releases whenever we make plans or anticipate something good in the future. This hormone makes us excited about our plans and initially helps to get us going. The other one is dopamine. It also makes you happy and is released whenever you achieve something meaningful such as a promotion or any other goal that you want to reach<sup>10</sup>. Neuroscience has shown that challenging goals with a strong emotional resonance increases oxytocin levels and will alter your brain structure more quickly, and effectively, than weaker goals. Creating emotionally relevant goals will further increase the likelihood of achieving them<sup>11 12</sup>. Practically this means that, with clear goals your brain is constantly on the lookout for opportunities to make those goals happen. Furthermore, you can actively create and grasp opportunities that you otherwise might have let go<sup>13</sup> or missed.

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9 Iacoboni, 2009

10 Gollwitzer & Sheeran, 2006

11 Matthews, 2015

12 Locke et al., 1981

13 Becker, 1978

What does this mean for your career development in short and practical words?

- a. Goal setting and clarification are essential to allowing your brain to overcome resistance to change.
- b. When you are setting goals, you are driven by the potential reward (oxytocin).
- c. When you successfully execute a goal you are driven by the effort you have put in (dopamine).<sup>14</sup>
- d. Working on goals provides no physical reward. This is why, so often, procrastination wins.

#### **PART 04: TIME TO ACT**

Building atop the goal setting theory from neuroscience, this part explores how to turn the goals into actions and how to make meaningful, long-lasting decisions. Indecisiveness is one of the core problems when it comes to choosing a career that truly resonates. Throughout this book you will create many different potential careers. In Part 4 you narrow down your choices through experimentation and yes, making some hard decisions. This section will shed light on how you go about making a good decision.

**The very short answer to complex decisions is: Trust your gut!** According to research by the Max Planck Institute for Human Cognitive and Brain Science, “The brain activity of the decision can be encoded up to ten seconds prior to your awareness”<sup>15</sup> that you’ve made a decision. When you decide which person to hire for a new position, your brain has already made the decision and your conscious thoughts simply justify the decision”<sup>16</sup>.

We will focus a lot on emotions in this guide. You’ll be asked to consider how your decisions feel. ‘Trust your gut’ is something we often receive in the way of advice. It turns out that it is actually good advice. Your gut has a nervous system. In fact it contains more nerve cells than your brain! The brain and gut are directly connected with one another through the vagus nerve,

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14 Ludwiczak et al., 2020

15 Soon et al., 2008

16 Fechner et al., 2018



also known as the 10th cranial nerve<sup>17</sup>. This nerve processes a vast amount of information. It communicates too, sending nine times more information to the brain than it receives. That means your gut influences your brain, and therefore your thinking processes, heavily.

Decisions can only manifest in the form of emotions or physical reactions. The brain's decision center, called the basal ganglia, is not connected to the language centers in human brains<sup>18</sup>. That means the only way for the decision center to communicate is to create emotions. We then add words, after the emotions are felt, to rationalize decisions that our basal ganglia has already made for us. When I ask you, throughout this guide, 'How does it feel?', write down your immediate words, whatever comes up, even if it sounds weird at first. This is trusting your gut. The process might just reveal that piece of information you were looking for in order to decide on your career.

It's okay if big decisions take some time. Get to know yourself, your own values and your life goals through the work you do in this workbook. Then create or narrow down your options<sup>19</sup>. If you continue to find yourself in situations where you cannot choose, try talking to a coach or chatting with friends to avoid feeling the "analysis paralysis", that dreadful feeling of over-analyzing and being afraid of action. Sometimes doing the work and letting it settle for a few days will help to reveal a new perspective, or provide the energy to move forward.

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17 Villani et al., 2019

18 Damasio & Damasio, 2012

19 Herzenstein et al., 2020

# How to use this workbook

The goal of this workbook is to help you figure out what you want to do with your career and get you acting toward that end. This sounds simple but is more complex than it seems. Human beings change over time and have lots of interests. This means it is likely you have several things you enjoy enough to pursue. The goal here is to make sure you find the things that truly motivate you and make you happy in the long term.

Finding your career takes a lot of grit and active exploring, of yourself and your past. It requires time and reflection to allow new insights to settle in. I know how hard it can be to push through certain perceived boundaries, to keep exploring even when it looks like you are going in circles, so I've devised a few hands-on tips for using this workbook in a constructive way:

- Don't read through this book in a single sitting. It is tough work. Be patient. It may take a while for the answers to form. Expect frustration, annoyance and/or anger. If you feel it is too much, or you get stuck, take a break. It is important to always come back and continue with the exercises. The process might feel too slow, or too fast, for you. Feel every feeling and then let them melt away as you focus on the question in front of you. This is the combustion point where emotion transfers into action.
- **Passion... The perfect career... The dream life.** These are no more than concepts to many people. It might be hard to understand, but there is no singular perfect passion for you. Embrace multiple career options from the start. Stay open-minded when you are exploring. Let your feelings guide you to your answers.
- Don't let the notion of **perfection** hold you back from experimenting and trying new things. If you fail, try again. This is the only way to find out what you really enjoy. Options require experiments and that means failing. Failure provides learning and new insights.
- **Writing by hand** is one of the most important tools to connect your left and right brain functioning. That's where creative insights are born. I know it's easier to write digitally, but you'll be cheating yourself out of the creative process necessary to produce change. Write by hand and new information will reveal itself.

- There is space in this workbook to write but you might need more room. Where you write doesn't matter, just make sure you keep everything together for reflection in later sections.

**ONE LAST TIP:**

Block an hour slot for each of the sections. Neuroscience shows that planning and clarity reduces stress and will help you to work through this book consistently.

# Fight Procrastination

Procrastination is the number one killer of progress. Many good plans, intentions and dreams fall victim to its grasp<sup>20</sup>. It might be holding you back from getting into action, or even working through this book. Everybody is affected by putting things off at some point or another. A study found that this is normal behavior for approximately 95% of the world's population <sup>21</sup>.

Tim Pychyl has identified 7 triggers that make people procrastinate<sup>22</sup>:

- Boredom
- Difficulty
- Ambiguity
- Frustration
- Lack of structure
- Lacks personal meaning
- Not intrinsically rewarding (i.e., you don't find the process fun)

**Pychyl created a few tips to help you to get going on any activity you are currently putting off:**

- 01** Identify the trigger (from list) that is most present in the activity you are avoiding and try to turn it around. When something is boring add a competitive edge. If it lacks structure, add detailed steps that need to be taken.
- 02** List the cost of procrastinating and all the effects it has on your life. Include the cost of mental energy, financial impact, lack of sleep or nutrition - which affects your health, and maybe even heartache. The list may help you switch perspective, even entice you to work on it faster!

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20 Berkman, 2018

21 Blake, 2019

22 Pychyl, 2013

- 03 Just do something, literally any small step will take you forward.** Start with five minutes. Set a timer. Give it five-minute chunks of your time until you find the limit distracting and/or you keep going. Our brains don't like unfinished tasks. If you need to write an article, just start researching slides or fun images about the topic and see where it takes you.

**Here are a few additional, practical, tips on how to work through this dragging feeling and get stuff done:**

- 01** Research shows you are not avoiding work but an emotion that is connected to that specific task<sup>23</sup>. Usually a master procrastinator's house is spotless. Become aware of what feelings you avoid by not getting started. Are you avoiding looking weird in front of other people? Is it 'not feeling smart enough'? Are you avoiding failure?
- 02** Make it harder to procrastinate with micro-delays; small steps that encourage you to choose work over play. Set a password on your Netflix account that you have to type in each time. Set time limits on your phone for Facebook and news. If you have to clean as part of procrastinating, pick up the room you'll work in and close the door. Concentrate on minimizing the need for perfection to just the rooms where you sleep and work.
- 03** Plan your day in advance with time blocks. Include downtime and stick to it. Only keep the relevant items in the calendar and remove all others. Relaxation, food, fresh air and exercise, personal hygiene, socialization, sleep are all relevant so schedule accordingly.

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23 Pychyl, 2016.

- 04** Eventually, you will need to just suck it up and get started. Commit to just five minutes of whatever activity you are procrastinating. Take that small five-minute first step. Remind yourself of the emotions you might be avoiding and then begin. You are retraining your brain to push past the discomfort. Remember neuroplasticity helps build a new neural pattern.

Now that you have everything you'll need to work successfully through this book, let's get started!



# PART 01 | OWN YOUR PAST

1.1  
The foundation for  
your discovery

1.2  
Learn by looking back

1.3  
Life-changing events



I used to hate the question “Who are you?” I didn’t have a real answer. In fact, there are many different answers to that question; different for everyone and ever-changing over time for each of us. The new insights you gain as you accumulate experiences shape you. You could use your job title as a description of who you are, adding some other roles in life like partner, sibling or artist.

## INTRODUCTION

### NEUROPLASTICITY & GROWTH MINDSET

Trust your ability to learn any skill you need to succeed in your career. Allow your brain’s structure to change in adulthood.

#### PART I

### OWN YOUR PAST

Limit old brain patterns through self-reflection and move forward with a new sense of direction and focus.

#### PART II

### BUILD CONFIDENCE

Think outside your comfort zone. Get unstuck and create new career options you never had the courage to believe you could try.

#### PART III

### CLEAR GOALS

Create goals that align with who you are, and have emotional meaning, to increase your chances of success.

#### PART IV

### ACTION & DECISION-MAKING BASED ON NEUROSCIENCE

Support smart decisions that feel good in the long run. Overcome procrastination by knowing your own mental patterns and emotions.

This first part is about getting to know yourself and finding your unique answer, one that feels right, to this question. This is a crucial step to knowing what you want. The answer lies within. It can be hard to reach but nobody else can find it for you. Knowing yourself, and what’s important to you, will provide clarity about who you are. Uncover hidden desires or wishes that you had long ago forgotten. Rediscovering them will help you make decisions and create more choices for your future career steps.

Some questions you will be answering include:

- What is important to me?
- What am I proud of?
- What do I enjoy?
- What makes me special?
- What is my history?
- What are the patterns of my life?

The answer to ‘what do I want to do with my career?’ needs to align with your beliefs and the impact you want to have on the world. Only then will the goals and the career you discover feel relevant and fulfilling for the long run. What you uncover will inform you on your journey, providing answers that might surprise, even inspire, you to take meaningful action in your life.

## 1.1. THE FOUNDATION FOR YOUR DISCOVERY

This section's exercises will set the foundation for reflection. They will help you discover who you really are and warm you up to dig for deeper inquiries. It's important to give yourself the time necessary to go through these questions. Contemplation, deep thinking for new insights will reveal more than just rushing through. If the answers were easy, you would have them already.

Write your answers by hand. This will increase the likelihood of uncovering deep insights. Neuroscience has shown that trusting your gut and giving the first answer that *feels* right is usually the one that brings out the most information, even when it doesn't make sense in the moment. Things can take time to come up so feel free to add details as you remember them.

Keep digging for more, maybe even contradictory, answers. Talk with your parents, partner or friends about these questions. Sometimes things you've achieved on your path to success are easily forgotten once you've made it through the difficult learning curve. People you are close to can help you remember important things you've accomplished. Their feedback can also provide depth for your feelings.

Go through these questions, answering them one by one. If you need more space, write your answers in a separate journal. There are no wrong answers, just answers that feel more or less right to you. As you go through the work in this book leave room for change in case you decide to add to, or adjust, your answers.

The following questions are for you to reflect about work. Anything that comes up is fine at this stage. You are warming up your brain, and priming it through these questions, to keep thinking subconsciously over the next few weeks about your career. Through this practice you will uncover more insights.

**1) If money weren't a problem, what would you spend your workday doing?**

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**2) What does your perfect workday look like? Be very detailed. Take yourself through a full day. Include everything from the time you take to get ready, to meals and exercise, as well as commute times and any activities you might do during your commute.**

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**3) What career dreams have you given up on from childhood?**

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**4) What adult career dreams have you given up?**

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**5) What does career mean to you?**

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**6) If any, what purpose do you want your work to fulfill for you or the world? Purpose can be anything that makes your work meaningful and fulfilling.**

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**7) What events or experiences throughout your career have had the greatest impact on you?**

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**8) What did you learn from the hard experiences in your career?**

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**9) What are you doing at work when it feels like time is flying by?**

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**10) What are you doing when it feels like time is flying by and you're not at work?**

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**Think of the perfect moments you've experienced in your career or studies:**

**11) Where were you?**

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.....  
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**12) What activities were you doing?**

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**13) Who were you with?**

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**Congratulations, you've completed the first section!** You've begun to open your mind to thinking about your past experiences. Next you will consider how these experiences affect your life today. Now that your mind has started to think about these things it will continue digging deeper over the next few days. This section was all about setting yourself up for success. In the coming sections this kickstart to accessing your subconscious thoughts will allow you to continue reflecting. As long as you keep triggering your brain through regularly doing the exercises in the coming sections, and give it some time in between each section, you will learn more about yourself and your preferences when it comes to your working life.

For the next section you'll need some quiet time and paper. Plan one or two hour-long timeslots several days apart. You will be writing a lot so I recommend a small diary or notebook. Remember writing by hand is an important part of the process so leave your laptop behind.

## 1.2. LEARN BY LOOKING BACK

Owning your past is the first step to create a future that will make you truly fulfilled. This section's tasks are about exploring the core of who you are and what you've experienced. You are looking back on your whole life in order to find gold nuggets of insights, things you might have forgotten but are important to creating a fulfilling future.

You are going to look back at your life over several periods. These exercises will help you uncover more insights about what is important to you, build your self-trust and your self-confidence. This process of written reflection and remembering is also called journaling, a tool widely used in positive psychology and coaching processes. All of the exercises will inform you on your future career choices by adding bits of new insights to the larger picture. These exercises will also reveal your patterns, some which might not be serving or helping you today. Letting go of the unproductive work of your mind will free you to think big and help you pick a truly fulfilling career.

Before you begin make sure you have at least one hour of quiet, uninterrupted time. I'm serious. Turn off the TV. Put your phone on silent. Close your laptop. If you can't do this right now, stop and choose another moment when you can.

Exercise:

Split your life into 7-year chunks. For example, if you are 31, your sections will be 0-7 years old, 8-14, 15-21, 21-28, 28-31. For each of the periods write in free form about everything that comes to mind.

Follow these guidelines:

1. Write in story form using first-person pronouns: I, me or my.
2. Talk about all aspects of your life: friends, family, work, education, hobbies, travel, anything that was important to you in that period of your life.
3. Open yourself to feeling, exploring and expressing your emotions.



*If you have experienced trauma, please do not revisit without professional guidance. It is important to process trauma in order to create a meaningful career and future, but do so only with professional assistance.*

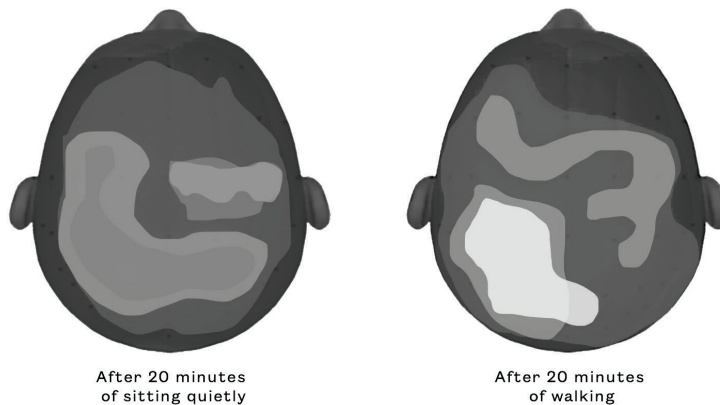
Questions to look at for each phase:

- a. What were the highlights?
- b. What did you enjoy most?
- c. What were the tough times?
- d. What made them so tough?
- e. What are your proudest moments?
- f. What are you proud of?
- g. Anything else you think is important about these years?

**If you feel stuck at some point in the exercise, go for a walk, fold some laundry, go grocery shopping or workout.** Physical movement will get your brain going again. Do NOT turn on the TV, your phone or computer. These are mind numbing activities. You want an active mind! You need activities that involve both the left and right brain. This allows you better access to your creativity, emotions and memories.

On the scan below you can see the difference between the brain at rest and after 20 minutes of movement. The lighter the gray print, the higher the brain activity. You see that, after just 20 minutes of walking more of the brain is activated. This means more of the brain is fired up and available to assist:

Image Source <sup>1</sup>



<sup>1</sup> Hillman, C et al, 2009

After you have completed this section, you will probably be exhausted. If you don't finish in one sitting that's fine. Obviously the older you are the more you'll have to consider and complete. Take as much time as you need but pick it up later in one-hour sessions.

Through this exercise you might feel lighter and understand more about yourself. Maybe you cried and processed some things that happened to you. Maybe you were reminded of something you loved to do that society told you was not a meaningful way to spend your time. Whatever happened, you took a step towards owning your past and **owning your past is the first step in creating a future that is fully aligned with who you are.**

If some ideas, or lost dreams for careers, came up - no matter how ridiculous they might seem at this point - write them down:

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In the next section you'll take what you remembered and use it to create a deeper understanding of your past. These insights are the key to creating a future that is deeply rooted in you; who you are and the things that have always fascinated you.

## 1.3. LIFE-CHANGING EVENTS

Now is the time to dig deeper and unpack the big events of your past. The aim is to create more understanding and maybe find some dots that connect. These bits of insight can become part of creating your future career. Neuroscience has shown that reflecting on the past will build more confidence, and therefore more career possibilities. Looking back will allow you to learn what is important to you, which will then allow you to create, or choose, a career that contains many of these important aspects.

Exercise:

Peak experiences are moments that made you extremely happy, fulfilled and/or excited. You might too have been in the flow, focused to the point of exclusion of all else. Try not to explore external validation but rather lock in on your internal excitement, what you felt, or feel, in these moments.

**1) Describe the top three peak experiences in your life (unrelated to career).**

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**2) List the top three peak experiences in your career or studies:**

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**3) What elements do the peak experiences in your life and career have in common?**

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**4) Start a running list with topics that have fascinated you in the past. Think about topics that you most enthusiastically shared with your friends or family, subjects you couldn't stop devouring in whatever form you could; reading, attending lectures or watching shows. What did you talk about with so much joy your siblings or friends sighed deeply whenever you brought it up? What subjects did you love studying at school?**

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**5) What topics fascinate you today? Do topics repeat? Make sure you highlight those repetitions. That's extra information you can use in the coming sections.**

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This next exercise will help you learn more about yourself and your patterns. Take three experiences in your career that shaped or challenged you the most, brought you to your limits or were tough in other ways. Reflect on each experience through the questions that follow:

**Experience 1:** .....

**What made it so impactful?**

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**What helped you to get through the experience?**

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**How did you resolve any issues?**

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**How did you grow through this experience?**

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**What did you learn?**

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**Experience 2: .....**

**What made it so impactful?**

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**What helped you to get through the experience?**

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**How did you resolve any issues?**

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**How did you grow through this experience?**

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**What did you learn?**

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**Experience 3: .....**

**What made it so impactful?**

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**What helped you to get through the experience?**

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**How did you resolve any issues?**

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**How did you grow through this experience?**

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**What did you learn?**

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These exercises might have brought up some emotions or put you in a reflective mood. That's great. You are opening up to see things in new ways; getting ready for change. Your perspective on career may be shifting. If new insights come up in the following sections add them, to the relevant area, to your previous discoveries. They will inform you later on as you start creating, and narrowing down, your career options.

This section has concentrated on learning from your past and gaining new insights. These reflections will help you in building a career that is not only interesting and fulfilling, but also deeply rooted in who you are. Looking back often brings up challenging memories. In order to move beyond them the next part of this workbook focuses on building confidence.



This is a crucial step to free yourself from limiting beliefs in order for you to open up to all the bold, and perhaps daunting, career options you don't even dare to think about right now. Once you feel confident in yourself and your abilities, you can start to think bigger and let those hidden dreams reveal themselves.

# PART 02 | BUILD LASTING CONFIDENCE

2.1  
Limiting beliefs

2.2  
Lifting limits

2.3  
Confidence Box

2.4  
Positive action

It takes confidence to dream big, be bold and go after the career you truly want. That's what makes this section an integral part of the work you must complete to build your better future. One of the reasons your career may be stuck is that you are holding yourself back. Not allowing yourself to fully dream limits possibilities. This type of thinking is often created by social norms deeply ingrained in our brain. It's near impossible for you to simply ignore it. To achieve fulfillment you will need to know what you want in spite of the limitations placed on you by others. Only then will you be able to create a career that is truly fulfilling.

**Neuroscience research shows that changing away from status quo can result in stress and danger responses from our nervous system. You are wired to hold yourself back, to keep things stable and safe.** As a result, the things that you really want, deep down, are the things you will be most scared to try. Be aware of this. Acknowledge when you feel uncomfortable or stressed. Listen to those voices, give them their say, then put them in their proper place using the techniques we'll cover.

## INTRODUCTION

### NEUROPLASTICITY & GROWTH MINDSET

Trust your ability to learn any skill you need to succeed in your career. Allow your brain's structure to change in adulthood.

#### PART I

##### OWN YOUR PAST

Limit old brain patterns through self-reflection and move forward with a new sense of direction and focus.

#### PART II

##### BUILD CONFIDENCE

Think outside your comfort zone. Get unstuck and create new career options you never had the courage to believe you could try.

#### PART III

##### CLEAR GOALS

Create goals that align with who you are, and have emotional meaning, to increase your chances of success.

#### PART IV

##### ACTION & DECISION-MAKING BASED ON NEUROSCIENCE

Support smart decisions that feel good in the long run. Overcome procrastination by knowing your own mental patterns and emotions.

This part is all about building confidence and will aid you in recognizing your self-imposed limits and thought patterns. It will bring you, step-by-step, out of this limiting cycle, allowing you to start thinking bigger and bolder. You'll feel confident in your own abilities and proud of your achievements.

You want changes in your career. Moving beyond your comfort zone is never easy. It requires courage, trust in your abilities and confidence. Building confidence in your own abilities is key to being able to search freely for what you want and then having the courage to turn that dream into reality. That is what you are building towards in this section.

## 2.1. LIMITING BELIEFS

We all experience negative or limiting thoughts such as ‘I am not smart enough to go to university’ or ‘I am not good enough to get that promotion’. I will call them limiting beliefs moving forward. These limiting beliefs keep us small. They hold us back from doing what we really want. They make our lives really, really hard. For some of us these limiting beliefs tell us that we aren’t good/pretty/successful/smart enough. Others take the ‘what if’ form. They are our doomsday thoughts. Still other limiting beliefs compare us to the world, keep us constantly stressed out about living up to our perceptions of someone else’s standards, or highlight our desire to live our own perception of someone else’s life.

Another type of limitation is a coping mechanism. As infants and children we were not always able to fully process what was happening. When there was a big argument at home, for example, we could either blame ourselves or our guardians. As we depended on our parents for our most basic needs we unconsciously blamed ourselves. This is called a coping mechanism<sup>1</sup>, a mental construct we created to resolve stressful situations. When the mechanism was successful – we remained safe and our immediate needs were met - we repeated the behaviors in future similar circumstances. These repeated experiences created patterns of behavior that followed us into our adult lives.

Though as an adult we are more than capable of handling our own needs, we continue to repeat the patterns that once protected us because they have become an automated neuro-highway in our adult brain. Some of those automatic responses are what hold you back from exploring the world freely today. They are at the root of your hesitation to change careers.

Imagine your life without these limiting beliefs. It feels pretty awesome, right? We cannot fully exorcise them with a few exercises, but we can lower their impact on your plans for the future. To create a career that is truly meaningful to you, start by writing down limiting beliefs. This is like getting shadows out of the dark, into the sunlight. Nothing bathed in light feels as frightening because you can fully see, and therefore evaluate and deal with, it.

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<sup>1</sup> Chamine, 2012

The following questions will explore heavy thoughts and emotions. Do not dwell on them, rather acknowledge their existence. Write them down and then move on to the next section. By writing down your limiting beliefs, the things you might never have told anyone, you take back your control over your thought processing. You tell your brain that you are ready to face these limitations and that you are going to move past them. Working with these limiting beliefs has the potential to free you from them and allow you to dream bigger, and bolder, about your career options - and that's what I want for you!

**1) Write down whatever negative thoughts or beliefs you have about yourself.**

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**2) Think of moments when you wanted to do something that was really important to you, but then did not go through with it. What were you thinking in those moments and what were the thoughts holding you back?**

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**3) What thoughts come up when you think about:**

- a. speaking in public?
- b. speaking up in a meeting at work?
- c. expressing your emotions fully to a good friend?

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**4) What thoughts come up when you think about applying for that absolute dream job or asking for a raise/promotion?**

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In order to freely uncover what you truly want in life, you need to understand the underlying reason for the armour (aka limiting beliefs). In some cases this might require additional work with a coach or psychologist before you can fully let go of the pattern, but your work here will create a jumping off point for those discussions.

**5) What events or stories from your past have shaped the way you feel and think about yourself?**

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**6) How have limiting beliefs helped you in the past?**

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7) What are your limiting beliefs protecting you from?

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8) Where are your limiting beliefs holding you back in your career?

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You have now identified your repeating, limiting beliefs. **This is not a nice space to dwell so let's quickly move on so you can turn these limits around and free yourself from their hold.**



## 2.2. LIFTING LIMITS

You have already deepened your understanding of limiting beliefs. Now it's time to create a new, positive pattern.

In the previous section you considered the voices in your head, the stories you keep telling yourself that are keeping you small and are holding you back from moving on. From a neuroscience perspective, these stories have very strong neuron-connections that get strengthened each time you repeat them. In order to weaken the voices, you need to create new connections in your brain.

Neuroscience shows that if you want to fully embrace a new behavior you need to override the previously learned pattern with your new pattern on a daily basis<sup>2</sup>. This takes daily practice and time.

The following exercises will point you toward a positive sentence that will help you recover from, or deal with, whatever negative voice you might have in your mind. I know this is a bit abstract. Get started and see where you end up without overthinking it:

**1) Create a 2-column table with “Current Thinking Pattern” on the left and “New Thinking Pattern” on the right.**

- a. Write down the limiting beliefs, the negative self-talk, from the last section on the left side of the table.
- b. On the right, write down an opposition to these limiting beliefs. It can feel unreal, or out of reach for the moment. It should not however feel like a complete lie. Find a middle ground that is uncomfortable yet feels like a far-away possibility to you.

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<sup>2</sup> Lally et al., 2010

**Here are a few examples:**

Current Thinking Pattern	New Thinking Pattern
<i>All my projects have failed in the past.</i>	<i>With each mistake I have learned new ways of working. I now have so much more experience in running projects and a better understanding of what makes them succeed.</i>
<i>I will never get a promotion to senior data scientist</i>	<i>I am well qualified to be a SDS because I have XYZ experience and my reviews support advancement.</i>
<i>Nothing I do really matters anyway.</i>	<i>Without my project management, the tech and marketing departments would not be working toward a mutual goal.</i>

**Now it is your turn, insert your own thinking patterns below:**

Current Thinking Pattern	New Thinking Pattern

**2) Pick the most uncomfortable sentence from the right side of your table that feels true.**

- a. Try to use present or future tense for the sentence. This will increase its power.
- b. Shorten it to a concise comment to make sure it keeps its emotional charge. This will give it power!
- c. What new statement (positive affirmation) did you create? Write it down below. A simple yet powerful example could be: “I am enough” or “I add value when I speak up”.
- d. Write the statement on post-its and stick them all around your home or office. Say it aloud every time you see it.

**My Affirmation:** .....

I know this sounds far off and maybe plain crazy to you. The neuroscientific theory behind this practice is that the brain itself cannot distinguish if something is true or not - it merely absorbs information<sup>3</sup>.

Positive affirmations, as this is called in psychology, trigger a very powerful combination of brain areas called the reward system<sup>4</sup>. The reward system is the brain area that activates when you achieve something. This is the part of the brain that is triggered by the dopamine release, as well as other neurotransmitters. It is the celebration of success that the body experiences when you come in 1st in a race, beat your high score or are the top contributor on an open-source project. The “gamification” of services, mobile apps and digital services is based around this effect.

A strong sentence can evoke this same type of emotional response. **Practice your sentence daily by saying it out loud each time you see it. Every time your old voices creep up, quickly repeat your new sentence aloud a few times.** Restating your positive affirmation will help you recover quickly when your confidence takes a hit by reminding you of your strengths and value.

This will feel weird at first. But after an average of 90 days<sup>5</sup> it will also rewire your brain to automatically use your new sentence instead of your old one. Don't feel overwhelmed by this task, just start one day and repeat the next.

<sup>3</sup> Dutcher et al., 2016

<sup>4</sup> Cascio et al., 2016

<sup>5</sup> Lally et al., 2010

## 2.3. CONFIDENCE BOX

Let's create a place where you can store and remember all the great things you did in your life, big or small. We will call this your confidence box. It will help you realize what you have achieved. All too often we dismiss our successes instead of reminding ourselves of them. This box can be a physical box, a cookie jar, a diary or some other place entirely. The container and methods are completely up to you.

You will slowly start reprogramming your brain (neuroplasticity) by reading, and re-reading, your successes. Over time a sense of achievement and confidence will build up. Like the positive affirmations you created in section 2.2 this new-felt confidence will be available to you during low-confidence moments and for reflection during your successful ones as well.

**1) Write down all the things that you feel you've overcome, achieved or mastered. Write down the things that feel like big successes to you. Think of the challenges you conquered against all odds. The moments when you stood up for yourself, or went beyond your comfort zone. How about the times you stood up for someone else, especially if it was a risk for you to do so. What projects have you completed? How about a meal you cooked that was super yummy or a company you sold. It doesn't matter if the achievement would be recognized by the world, this is only about how it made you feel.**

**2) If there is not much you feel worthy of writing down, ask friends and family what they value in you and record their feedback. Nothing is too small so long as it relates to you!**

**3) Look at any external feedback, achievements you've received, and add them to the box. For example, print your LinkedIn endorsements, make a copy of recommendation letters or testimonials from clients, take those heart-warming birthday cards and letters, read them, then add them to the box as well. Do you have any merit certificates or awards? Pack them in too!**

**4) Keep adding more achievements or successes as they happen, or when you remember them. Write about them, in detail, and store them in a safe place. Use loose paper, a dedicated journal, nice postcards; whatever works for you.**

**5) Store the box in the spot you go to when you need to recharge. If you drive with the windows down and radio up to psych yourself up, keep it in the trunk of your ride. If you have an empty drawer on your desk, fill it. If you have a hideaway spot, store it there.**

When you feel down, catch yourself compromising on your dreams, or realize that you are holding back on something you really want – open your confidence box and feel your perspective change. It's not a magic trick but it will help you shift your view towards a more positive outlook for the future. When you add successes to your box it doesn't hurt to review them all as long as you've already got it open.

## 2.4. POSITIVE ACTION

To truly explore what you want in your career adopting free and open thinking is crucial. In this section you will create patterns of thinking, speaking and acting that will replace any negative behaviors and free your will.

Preparation breeds confidence rooted in a fully considered idea. Being proactive feels good and will allow you to grow, step-by-step. It can also enlighten you about areas that may need additional work or polish. By explicitly writing out scenarios you are preparing yourself for similar situations in the future. Doing so will allow you to spot your behavior early on. Practice affords you a consequence-free zone to work through emotional concerns. Increasing your awareness will afford you the necessary time to actively shape your actions before you engage in them.

The following exercise will allow you to analyze a pattern you have from different angles and show you how to create a more desired result. For example, if you often lash out at colleagues when they provide feedback this exercise will help to change your response, creating a new pattern that will serve you better.

Example:

What's happening/situation/trigger: My manager told me that my presentation was incomplete.

	OLD pattern	Future, ideal reaction
<b>What emotions come up?</b>	<ul style="list-style-type: none"> <li>• I felt lost, insecure, anxious</li> <li>• I wanted to run away and hide</li> </ul>	<ul style="list-style-type: none"> <li>• I would like to feel curiosity, energy, fun and connectedness at work</li> </ul>
<b>What were you thinking?</b>	<ul style="list-style-type: none"> <li>• I am not good enough</li> <li>• I will never learn this</li> <li>• I am going to lose my job</li> <li>• I made assumptions about my manager's emotions</li> </ul>	<ul style="list-style-type: none"> <li>• The office offers several learning opportunities</li> <li>• I'm going to sign up</li> <li>• Showing initiative gives me a better review</li> </ul>
<b>How did you act?</b>	<ul style="list-style-type: none"> <li>• I lashed out at my manager saying that he didn't even listen properly because he was on the phone</li> <li>• I blamed him for giving me last minute changes</li> </ul>	<ul style="list-style-type: none"> <li>• I want to plan an advanced meeting with my manager to go through the content before we begin</li> <li>• At our meeting we can create a deadline schedule we can both adhere to</li> </ul>
<b>What were the consequences of your actions?</b>	<ul style="list-style-type: none"> <li>• My manager was angry at me and I was angry at him</li> <li>• We did not talk for three days and it took a lot of effort to come together again</li> </ul>	<ul style="list-style-type: none"> <li>• My new training, along with talking and planning together, will create far fewer confrontations and better results can be expected</li> </ul>

**1) Imagine a triggering or negative situation that keeps coming up for you over and over again. It can be an emotion like jealousy, exploding with emotions about a small thing, or a negative behavior you might have identified in past sections. Tune into your feelings surrounding these circumstances. Imagine yourself back there. Close your eyes for a moment if it helps, then write that trigger down on top of your table below.**

**2) Fill in the middle column with that situation in mind splitting your response by corresponding row:**

- a. What emotions repeat in these situations?
- b. What are your thoughts in those moments?
- c. What is your typical reaction?
- d. What is the usual outcome?

**3) In the right column of the table design a better reaction to the very same situation. The goal is to find a new way of thinking, feeling and acting that will serve you more, make your life easier or these situations better. You cannot change what will happen to you but you can always adjust your reaction.**

- a. What emotions would you ideally like to have in a moment like this?
- b. What would you like to express?
- c. What would you, ideally, like to do?
- d. What outcome would you like to achieve in similar future situations?

**4) Repeat this process for each negative pattern you are aware you have. Examples include: Binge eating when lonely; talking yourself down when someone else gets a promotion; lashing out when someone points out a mistake in your work.**

What's happening/situation/trigger: .....

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	OLD pattern	Future, ideal reaction
What emotions come up?		
What were you thinking?		
How did you act?		
What were the consequences of your actions?		

I know that some of you might be struggling to name your emotions. It is not something you are often asked to do. It's not about describing your thoughts but your emotions. Here are a few examples: admiration, amusement, anxiety, boredom, calmness, confusion, disgust, envy, excitement, fear, horror, interest, joy, sadness. There are many other emotions. It is possible to feel several completely different, even contradictory emotions, in the same moment. Anything is good as long as it's what you *feel* in these situations.

**One way to build confidence over time is by mastering a skill.** The key here is to get active, fail a few times and learn each time through reflection. That is the only path to gradually getting better.

5. Now that you have identified multiple patterns, and know how you want to react when your limiting beliefs arise, the magic lies in applying the desired behavior patterns until they imprint as your normal response. Every time you have a limiting thought come up, catch yourself and then consciously shift toward the new pattern you described on the right side of the table. Over time your brain will shift automatically.

You are learning new things about yourself, clarified thoughts that used to be vague. You might have shone a light on things you already knew and are now able to connect with the past. Many of my clients have a sense of clarity and peaceful understanding at this point in their journey.

The next part of the workbook will combine what you did, in Parts 1 and 2, to build your future.



# PART 03 | CREATE CLEAR GOALS

3.1  
Define what is important

3.2  
Find meaningful work

3.3  
Career options

3.4  
Ideal working conditions

3.5  
Structuring your options

3.6  
Create Career Roadmaps

This part is all about creating different, fulfilling, career options. You will use the exercises to guide you to a broadened perspective that allows for new ideas about what you might want to do.

You will begin to:

- Understand what your values are and what's important to you.
- Define different career options that truly excite you.
- Create detailed career roadmaps that will help you narrow down and investigate those options.

In this part, it is very important not to listen to all those voices from the past, especially the “sensible” or “good” advice of your elders. ‘How will you earn a living?’; ‘You don’t have the education!’; ‘You’re not talented enough to compete’. It is normal for these practical words to come up. Usually, the stronger these limiting voices get, the closer you are to something that is really meaningful. You need to push through to see what is on the other side.

These voices are trying to stop change because you’ve been conditioned to believe that change is scary or takes bravery. Through the millenia our nervous systems have evolved towards connection, safety and security and away from danger or pain<sup>1</sup>. Humans are hardwired to process social and emotional information at high intensity. We are taught to avoid pain and look for possibilities to feel safe and supported. This trains our nervous system to optimize for safety, connection and respect<sup>2</sup> that training might be holding you back from really doing what you want.

At the end of this part of the workbook, you will have created a few career options that feel truly meaningful! Trust the process. Take your time. Follow your intuition. Now is not the time for being practical. This is the time when you get to be that kid who was going to be a firefighter after returning from a mission to Mars. Now’s the time to indulge your daydreams. Reality and practical steps will follow in part 4.

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1 Ecker et al., 2012

2 Iacoboni, 2009

**INTRODUCTION**

**NEUROPLASTICITY & GROWTH MINDSET**

Trust your ability to learn any skill you need to succeed in your career. Allow your brain's structure to change in adulthood.

**PART I**

**OWN YOUR PAST**

Limit old brain patterns through self-reflection and move forward with a new sense of direction and focus.

**PART II**

**BUILD CONFIDENCE**

Think outside your comfort zone. Get unstuck and create new career options you never had the courage to believe you could try.

**PART III**

**CLEAR GOALS**

Create goals that align with who you are, and have emotional meaning, to increase your chances of success.

**PART IV**

**ACTION & DECISION-MAKING BASED ON NEUROSCIENCE**

Support smart decisions that feel good in the long run. Overcome procrastination by knowing your own mental patterns and emotions.

### 3.1. DEFINE WHAT IS IMPORTANT

This section's focus is on clarifying and uncovering your values. Values are important, enduring, beliefs that instruct your decision-making<sup>3</sup>. The full set of your values is the guiding hand of your life. They motivate you to act and are part of who you are, but different from your skills. They come from your upbringing, as well as your sociological and work environment. They fuel emotions, feelings, thoughts and behaviors. Understanding, and clarifying, them for yourself is the first step to living a life more in-tune with what is really important to you.

You will be working towards identifying values and adding a personal description that only works for you. Another person might share your value but define it differently. It is the personal definition that gives it the necessary power for you to use it in your life. A life lived in alignment with your values will be a fulfilling life.

Here are a few examples of values (*in italic*) and their personalized definition:

- *Structure*: To organize knowledge or physical objects in a logical manner.
- *Autonomy*: To independently plan when and where to work.
- *Connection*: A deep sense of connectedness with other people.

If you struggle at any point with the following exercises, there is a list of values in the appendix of this book. These values are meant as inspiration and are not a finite representation.

**1) Write down all the values you can think of, personal or work-related, that are important to you. Look for what is truly meaningful to you. Values come from within and are not imposed by others. Write down each value adding one or two key words to clarify your definition of the value:**

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<sup>3</sup> Oyserman, 2015

.....

**2) Which situations, behaviors or life-moments drive you crazy? Define the driving force behind those feelings and then find their opposite. These opposites are hints about your values.**

Example: It drives you nuts when your partner doesn't clean up after they've cooked. The opposite of this might be a strong value of fairness or order.

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**3) Who do you admire and what qualities do you admire in them?**

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**4) What moment(s) did you stand up for yourself? Write down what you were defending or fighting for in those moments.**

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**5) What moment(s) did you stand up for someone else? Write down what you were defending or fighting for in those moments.**



.....

.....

.....

**6) You now have a couple of different values identified. Group them, if it makes sense, and write a concise list of your most important values. This list of values will help you make decisions in the future because it is based on what matters to you most.**

.....

.....

.....

**7) Using your condensed list you are going to create value-clusters. Value clusters are a personalized definition of a value. Think about how your values impact your career choice. They will serve as a framework for your future career decisions. Here you have space for five values. Feel free to add more if they are relevant to your career goals.**

Here is an example:

- Value: *Creativity*
- Value cluster: *Creating new digital products and solutions that surprise people*
- Consequence for your career: *I need to be able to create/build new products, not just improve upon existing ones.*

1. Value: .....

Value cluster: .....

Consequence for career: .....

.....

2. Value: .....

Value cluster: .....

Consequence for career: .....

.....

3. Value: .....

Value cluster: .....

Consequence for career: .....

.....

4. Value: .....

Value cluster: .....

Consequence for career: .....

.....

5. Value: .....

Value cluster: .....

Consequence for career: .....

.....

Making decisions is so much easier when your values are clear. By understanding your values you should have a better sense of what is important to you. Your values will guide you through the next exercises serving as a framework, or a lens through which you will assess career opportunities. They will be important when you define what circumstances you need to flourish and be successful.

You will build on these value clusters in the following sections. Make sure you are comfortable with your list, and that you have values that are meaningful to you. Keep your list handy for reference.

## 3.2. FIND MEANINGFUL WORK

You have already learned a lot about yourself. If you took any shortcuts in earlier sections, now is the time to go back and revisit the exercises. Add whatever you think is necessary to advance past roadblocks.

Finding what is meaningful to you is a crucial part of planning your next career steps. Defining meaningful is a highly personal task that only you can accomplish but I'm still here to help. This section will get you a few steps closer. Studies have shown that meaningful work is the number one factor for somebody to be engaged, happy and fulfilled at work<sup>4</sup>.

**1) Imagine you have a huge billboard in Times Square. You can put up whatever you want; an image, text or just a color. Whatever it is, the people passing by will be changed by having viewed it. Close your eyes and imagine it while you ask yourself the following questions. The more detailed you are with your answers, the more insight you will gain:**

- a. What does the billboard look like?
- b. How will the people that see it be changed?
- c. What will they do differently in their life for having viewed it?

.....

.....

.....

**2) Design your Billboard! You can use online graphics tools, paint and paper, or cutouts from magazines. Make this a fun visual exercise. It will help you to anchor it deeply, emotionally. Your completed design may even help sharpen your focus and reveal what you want in a career.**

---

<sup>4</sup> Alagaraja, M. (2015)

The following questions will push the boundaries of your daily grind and get you thinking bigger. They change the perspective to get you considering bigger picture topics. You will discover new information about yourself that may have not come up with more traditional or straightforward contemplation methods. These questions are specifically designed to allow you to dream without limitation.

**3) What impact do you want to have on the world?**

.....

.....

.....

**4) If you could be granted the power to change the world, what would you do?**

.....

.....

.....

**5) What is your personal definition of success? Be as specific as you can. Any definition is okay, as long as it's deeply connected to you, your values and what you want to achieve.**

.....

.....

.....

**6) If you only had six months to live, what would you do? Write it all down. No restrictions.**

.....

.....  
.....

**7) Imagine you just passed away and it's your funeral. What do you want your friends and family saying about you?**

.....  
.....  
.....

**8) What do you want your legacy to be?**

.....  
.....  
.....

Finding meaning in your job is crucial. It might take a lot of time and soul searching to fully understand your specific meaning. The questions you've just worked through are merely a starting point for your exploration. They will add depth to your personal needs within your new career or position. These answers will be combined with the work you will do in sections 3.5 and 3.6.

### 3.3. CAREER OPTIONS

The time has come to explore where you want your career to go. A few questions will sound similar but they have important differences so answer them all. By the end of this section you should have a set of career options that feel relevant to you.

From the impact you want to have in the world let's move on to more concrete tasks you would like to do. It might sound far-fetched and make no sense to dream, but in my coaching practice I have seen, time after time, how dreaming big and looking at life from differing perspectives allows people to make adjustments in their life. Let's turn your impossible dreams into reality!

**1) If there were no obstacles, an abundance of money and you knew you could not fail, what would you do? Be crazy, choose activities, projects or goals just to make you smile. Go big and bold!**

.....

.....

.....

**2) What would you like to learn more about?**

.....

.....

.....

**3) From the options and values you created in section 3.1, what can be transferred to career goals? They can be clearly defined, like becoming a digital product manager for a B2B company, or very broad, like starting your own company in ecommerce. Write down all the options that come to mind. They do not need to be connected and can even contradict one another.**

.....

.....

.....

**4) Another way to look at your career is to define the type of work you want to do. Do you want to become more of an expert, build technical skills, become a manager? Do you want communication to be a big part of your career or avoid it altogether? Do you want to support others or be creative? Write down your abstract wish list of working conditions.**

.....

.....

.....

**5) What is your number one priority in life?**

.....

.....

.....

**6) If you were way more courageous, what would your career look like?**

.....



.....  
.....

**7) What are your five greatest strengths?**

.....  
.....  
.....

**8) Look back at the values and meaningful activities you created in sections 3.1 and 3.2 along with the questions from this section, what kind of career options, job descriptions, companies or areas come to mind? You can create your own role at an existing company or do what you already like somewhere you haven't discovered yet! Combine activities you find interesting with any relevant existing roles. Let your interest and gut-feeling guide you:**

.....  
.....  
.....

The goal of this section was to trigger your mind to be open to possibilities and come up with ideas. This is the time to add all kinds of crazy ideas and go wild if you haven't done so already. Give it some time. Let your insights sink in for a few days.

You have been writing and journaling a lot of answers with insights, important aspects about your past and important values. Coming up you will structure your insights and start narrowing them down. Now is the time when you mix things up to create your new career.

### 3.4. IDEAL WORKING CONDITIONS

You have been exploring what roles, or areas of work, you might like to pursue as a career. Now its time to look at the softer qualities of a company or work environment, the working conditions that will allow you to thrive.

Knowing what circumstances suit you will allow you to bring your work and life into balance. It will bring out the best in your work and, ultimately, make you thrive as a person. You will be motivated to be your best each day.

In order to deepen your answers and create more understanding, be as specific as possible. Feel free to do some research or experimenting if you are not sure what might appeal to you.

**1) What are the physical characteristics of your ideal office environment?**

.....

.....

.....

**2) What is the ideal company size and structure for you?**

.....

.....

.....

**3) What kind of manager would you like to have (or be)? Focus your answer on traits you would like, both from the person themselves and in the direction they provide.**

.....  
.....  
.....

**4) What type of work do you like: project-based, creative, investigative, recurring tasks, etc.?**

.....  
.....  
.....

**5) How would you like to collaborate with others, e.g. stakeholders, management, team, clients?**

.....  
.....  
.....

**6) What other aspects are important to you: working hours, salary, job security, commute and travel, communication style, benefits? Specify what you can and research if your experiences are limited. This will help you to add detail you'll benefit from when choosing your career path.**

.....  
.....  
.....

**7) Summarizing the previous set of questions, what are five criteria you cannot compromise on to make your career fulfilling?**

.....

.....

.....

That's it! I thought a quick section might be a good breather for you. By now I'm sure you have clarity on your ideal circumstances. No company will be perfect, but the more you know about what you want, and need, the closer you become to having it.

## 3.5. STRUCTURING YOUR OPTIONS

Now is the time when you combine all the work you've done to create options for your future. You have openly explored what you like. It is from that base you will begin structuring your selection.

**1) Put all the pages you've created in front of you. Circle keywords or situations that repeat. If you feel things are missing, add them. If keywords feel weird, put them aside. It's all about you bringing your own structure to the work you have already completed.**

**2) Start to cluster your notes into buckets. How you do this is completely up to you. I know this can feel overwhelming. You might feel lost but this is the only way you can sort out what is important to you. You can use any of the following ideas or your own way of finding your relevant keywords and must-have items:**

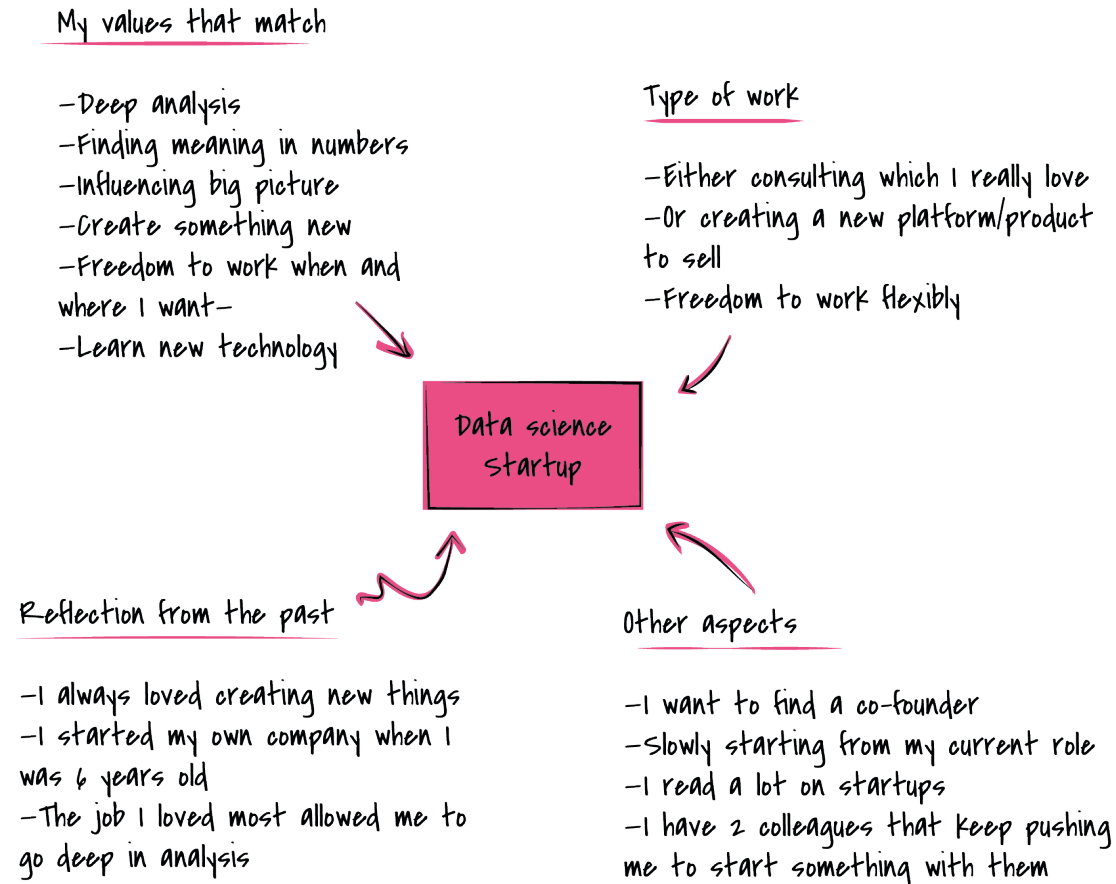
- a. Summarize the notes by book section.
- b. Collect your thoughts, values and insights around different careers or jobs.
- c. Cluster your notes around loose themes that feel like they belong together.
- d. Structure them in a way that makes sense to you right now.

Building on the buckets you've just compiled, you will now create mind maps. Mind maps are a tool to organize thoughts in a visual structure.

**3) The goal is to create a few different future careers, one mind map for each career you want to explore further. Use these mind maps to represent the big career goals. Don't focus on the intermediate steps. Dream big and think in general terms for now. You will create a mind map for each career.**

- a. Start in the middle by listing a career that you identified at the end of chapter 3.3
- b. Add different branches like: work environment; interesting companies; values; job tasks etc. Use the themes and lists in your buckets to help you complete the mind map.
- c. Split each main branch into smaller branches where you list each detail that comes to mind which is specific to both the main branch and the overall theme.

Here is an example of a mind map. Your mind map elements might overlap so make sure each map is distinct. Remember to create a new map for each job or career you have in mind:



4) Rank each of the mind maps on a scale from 1 to 10, 10 being the most fulfilling career you can imagine. You can have multiple mind maps with the same number.

5) What elements would be needed to increase the rating by a point or two? What would be necessary to get it to a 10? Add those elements to their related mind maps.

Ideally, you now have a few different mind maps. Each map should summarize a different career option that you feel connected to and that has the potential to be fulfilling for you.

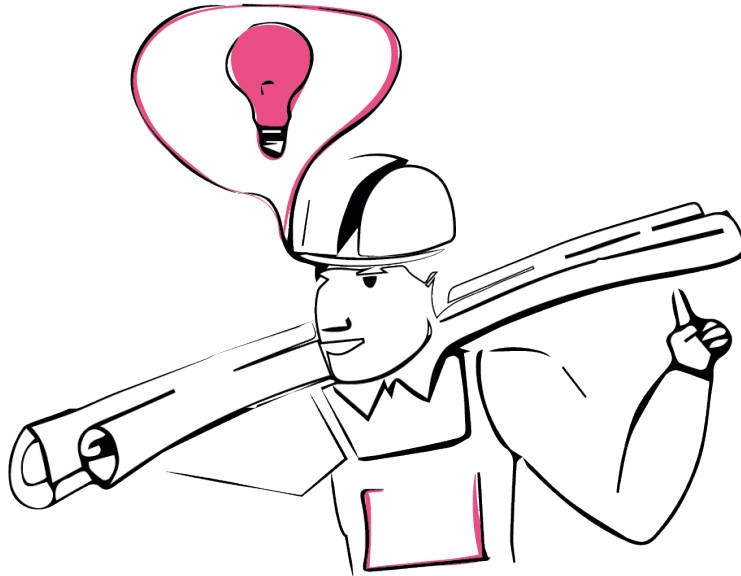
Taking your work a step further, this next exercise will help you create a picture out of your word-bound mind maps.

**6) Design a sketch or drawing for each of your options. Review each of the mind maps, look at their essence and draw how your career might look in each scenario. This can be as complex or simple as you like.**

- a. If sketching feels like a simple task make it rich in details and add more ideas.
- b. If this sounds like a bridge too far for you just draw a simple image of where you would be and what you would do in each version. No need for beauty. Stick figures are fine. Even a collage from magazines is great.

The goal is to have a visual summary of what each mind map represents, something you feel emotionally connected to. As you learned in the neuroscience section, the more emotional connection you have to a goal, the more likely you are to follow through.

Example:



Trying to make sense of the valuable things you've learned is hard work, but a worthy task. The only person that can structure these insights into a career that feels right and fulfilling to you, is *you*. These mind maps are the foundation of your work in the upcoming sections. They will inform your exploration and experiments.



## 3.6. CREATE CAREER ROADMAPS

Every human has many facets, interests and passions. You have a multitude of great lives in you. You decide which ones you want to give your attention. You can change every few months or years. In order to stay open to different ideas and possibilities, push away limitations that interfere; be aware of them, acknowledge them, and then let them go like you learned in section 2.2.

In this section you will be using your mind maps to make career roadmaps that are distinct from one other. It's important that you listen to your gut. If you want to add/delete/change anything - go for it! These are valuable insights that come up over time when you make something explicit.

These roadmaps will make things really clear. They will show you how you might develop into a career over time. The clarity will help you sense what's right for you, and what may not work after all. It will show you if something just sounds nice to you or is actually motivating you to take steps. Dreaming big still counts, but this is where you add a splash of reality to the process and put yourself on a timeline.

**An important note for all my friends that find too many things interesting and find themselves unable to decide: There is a thing called the portfolio career.** In short it means a working style that allows you to combine multiple streams of income through either part time work, freelancing or consulting. That could also mean creating your own products and services next to having a part time job. You can dream up a combination that is right for you! A roadmap for a portfolio career should be created around a set of values and focus on areas to build a credible profile in the market.

Exercise:

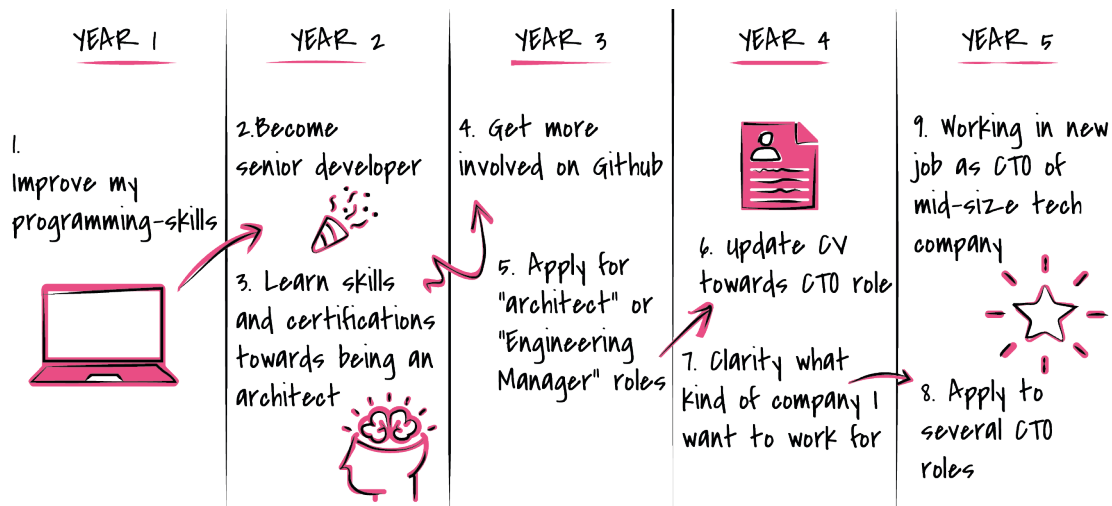
**1) Pick your top three ideas from the mind maps. Don't overthink it. You've done enough reflection and thinking. Now it's time to follow your gut. Remember in the section: *How this guide is built on neuroscience* you learned that trusting your gut in this process is a proven way to make complex decisions.**

2) For each relevant mind map, create one career roadmap. A career roadmap is a 5-year plan, broken up into 1-year increments. Create a timeline or a table with five columns, each column representing a year. Use a lot of space for these columns and a different sheet of paper for each roadmap.

A career roadmap should roughly cover all areas of your professional life. If the career combines multiple fields, then treat it as one career.

Example:

Becoming CTO of a medium sized company:



Now it's up to you to create those roadmaps:

3) Begin at the end: At the end of the 5-year period describe where this career has taken you. This can be your career goal, or simply a major step on the way. For example, you will need further experience or education that may take up these five years. What else can you be doing, over that same period of time, to build toward being market-ready when your education is complete? Taking on an apprenticeship or internship, shadowing someone in the role and informational interviews are all opportunities to expand your marketability and dedication to the future career you are creating. Research

**shows that people underestimate how much they think they can achieve in five years so go big here!**

**4) Move backward in time creating logical steps that follow each other toward that career goal. This can include: training, working up to management or opening your own shop. Whatever it is, use bold and logical steps that guide you to your new career.**

**5) Repeat these steps for your other two mind maps.**

In total you will have three distinct career roadmaps for three different careers. If you are super excited about just one or two ideas, and that is enough for you to consider, just use those. What is important here is to have roadmaps that motivate you to move forward through the exploration process.

**6) Reflect on the career roadmaps with the following questions in mind. No need to write your reflections, just notice what comes up and add your thoughts to their matching roadmap:**

- a. Which plan plays it safe?
- b. What would make it bolder or bigger?
- c. Which plan feels exciting and energizing?
- d. Which plan feels draining?

You had to make a lot of decisions in this section. In Part 4 this process will become more and more important. Making big decisions might be scary, or triggering. If you find yourself doubting multiple decisions, review the section on neuroscience. That should make it easier for you to trust that your gut will make good decisions for your future.

Now that you have finished these exercises, the hardest work in this book is behind you! You should have 2-3 career roadmaps that you feel excited about exploring. Not everything will be perfect, but the overall feeling should be motivating to you. The next couple of sections will connect those roadmaps to the real world.

# PART 04 | FOCUSED AND MEANINGFUL ACTION

4.1  
Share and learn from friends

4.2  
Reality check

4.3  
Step toward success

4.4  
Now what?

In Part 1 you learned more about yourself. Part 2 helped build your confidence to dream big. Part 3 allowed you to create and filter through career options. This final part is your last step, toward your chosen path, into the future.

## INTRODUCTION

### NEUROPLASTICITY & GROWTH MINDSET

Trust your ability to learn any skill you need to succeed in your career. Allow your brain's structure to change in adulthood.

#### PART I

##### OWN YOUR PAST

Limit old brain patterns through self-reflection and move forward with a new sense of direction and focus.

#### PART II

##### BUILD CONFIDENCE

Think outside your comfort zone. Get unstuck and create new career options you never had the courage to believe you could try.

#### PART III

##### CLEAR GOALS

Create goals that align with who you are, and have emotional meaning, to increase your chances of success.

#### PART IV

### ACTION & DECISION-MAKING BASED ON NEUROSCIENCE

Support smart decisions that feel good in the long run. Overcome procrastination by knowing your own mental patterns and emotions.

In this part you will create actionable steps, to take in the coming weeks and months, to fight procrastination and obtain your career goal!

- Reach out to people for a reality check of your career roadmaps. (I know, scary...)
- Learn from people that already have/had these careers.
- Create “objectives and key results” (OKRs), monthly goals and concrete action steps.

You will go through a reality check for your envisioned career(s) by talking to people that already do the work. This sounds so simple but it is an easy step to skip when fear is left in charge. Doing these exercises will provide information to help you make decisions, learn about

your new career and reveal concrete steps you'll need to take to get there. These steps are the same if you want to get a new job in your current company, a different job in a different company or start your own company/project.

You created some potential roles in section 3.3 and defined the ways of working in section 3.4. Complete the short table that follows as an overview of your past work, bringing different loose elements together. Focus on one career/theme per row. What you summarize will serve as a framework to bring your bold career dreams into reality.

Role	Company structure/size	Industry	Ways of working
<p><b>Example:</b>  <i>Human resources:                      Training specialist                      for digital                      transformation</i></p>	<p><b>Example:</b>  <i>Small                      manufacturing                      company 100-                      1000 employees</i></p>	<p><b>Example:</b>  <i>Manufacturing in                      healthcare industry</i></p>	<p><b>Example:</b></p> <ul style="list-style-type: none"> <li>• <i>Open minded company that fully embraces diversity</i></li> <li>• <i>Flexible mix of office and remote work</i></li> <li>• <i>Regular friday drinks with the team</i></li> <li>• <i>Should feel like an internal consultant</i></li> </ul>

## 4.1. SHARE AND LEARN FROM FRIENDS

In this section you will be sharing your career roadmaps with friends and/or family. It might sound scary, or useless, to do this. Trust the process and reserve judgment until you see what you get in return. Be open, honest and vulnerable.

Through this exercise you will get information from other people that you might not have considered just by going through this alone. Others can show you the things you don't feel comfortable talking about, and remind you what you really want. They may also know you and your experiences well enough to remind you of difficulties you've overcome but swore you didn't want to revisit. That can be important.

Example:

I want to make a lot of money and I enjoy being with people. A logical career would be sales. What about your negotiation skills? Can you hard-close or are you a relationship builder? Some sales positions do not leave room for the soft sell.

Knowing these things in advance can help you fine-tune your job search. As you share your career plans with others you will further clarify your career roadmaps, adding ideas and narrow down options. All in all, it will help define your career roadmaps, which makes it easier to put them into practice.

**1) Talk to at least five people from your inner circle and present to them your top two career roadmaps. Give them the full picture of the different versions you sketched, including options and doubts.**

**2) Following each meeting ask yourself these questions:**

- a. How did they react?

.....

.....

.....

b. What did they say?

.....

c. What did I say that surprised me?

.....

d. How and why did my words change with each conversation or person?

.....

e. Always end your conversation with this question, both for yourself and your speaking partner: "When did I seem most excited?"

.....

.....

.....



**As a summary of the insights you gained by talking to your friends and family, update and describe here the top three careers that you feel really excited about and want to explore further:**

1. ....

.....

2. ....

.....

3. ....

.....

## 4.2. REALITY CHECK

Based on the career roadmaps that ended the last section, you will now connect with people in your professional network who do the job, profession or activities you have outlined as your next step. Interview them, learn what they do and listen to your own feelings during these conversations.

The conversations will help you get a more realistic picture of what their career really entails. It will give you details that will help you make a decision about changes to, or adjustments in, your plans. Don't let reality discourage you. Things are not likely to be as perfect as you thought. It is important to know what you are signing up for. Learning the pitfalls before you begin is the best type of information to have! This will help you make decisions that you can follow through on, not just for a few weeks, but for years to come.

Below is a suggestion on how you can do this reality check. If you have better ideas, like doing a short internship, a project or another way of trying out the career, then do that! It's about experimenting and getting real world experience in the different fields you are considering.

**1) For each career or activity you have created, contact at least eight people and ask if they would be open to a 15-minute conversation about their current/past careers. Some will respond, others may not. Try to talk to between 3-5 people for each role you have in mind. You can find people to talk to by sending informational interview requests over LinkedIn or another digital platform your target audience is connecting through. You could also try specific mentor programs. Reach out to the chamber of commerce, search a company directory or talk to professional organizations that are hosting networking events.**

**2) Create an interview guide for each person and take detailed notes. Here a few sample questions:**

- a. What are your daily activities?
- b. What responsibilities do you have in this role?

- c. How do you work with stakeholders, clients, your manager and partners?
- d. What are the work items you get from each stakeholder and what are you handing them in return?
- e. What are potential future steps in your career that are possible from your current role?
- f. Ask about work-related aspects that you identified as important to you in section 4.1 (e.g., work autonomy, team connection, working hours, salary, travel, etc.).
- g. Always ask for referrals: Who else do you think I should speak with? Reach out to those people in the same way and ask again.
- h. Send a personalized thank you note referencing, with specificity, how they helped you on your journey.

**3) Do the interviews and write down all the insights you gain from the conversations.**

- a. What did you feel when they talked about their work?
- b. How did their enthusiasm (or lack thereof) impact you?

Be careful not to be swept up in another person's emotions but do pay attention to any warning signs. You and they are different people. What is exciting to them could bore you. What you may love about your work could be tedious to them. Don't let one person discourage you. Things that don't motivate you after speaking with a few people are indicative of your own emotional state.

Make time for this process. It is an important step. Some careers won't be what you expect. All clarity is progress. Take an appropriate amount of time to digest and organize the information. You will see what makes one thing a good fit and why something else needs to be eliminated.

After doing all the interviewing, and thinking about the results, write down the career, activity, job, profession or position that feels right for you. This will feel like a big step and it is. Trust that you have done the necessary work.

**Your career choice:** .....

In the next section you'll take the career you've identified and turn it into reality. Now that you know what you want, the time has come to step into your future!

## 4.3. STEP TOWARD SUCCESS

By now you have found a career that feels right. You should feel on solid ground to move forward. If something is missing, reach out to me. Supporting others in finding the career they truly want is what I do.

In this section you are moving from plan to action. Do the following steps for the career you identified in section 4.2. This will clarify what you need to do in order to achieve your goal.

My favorite tool to turn plans into reality is called objectives and key results (OKR). It's a powerful tool that breaks down lofty goals into manageable steps and it is used by many top leaders. This is how it works:

1. Break down your career option into different goals you need to achieve in order to have that career. These goals are called objectives and are usually short and very clear (example follows).
2. Break down each objective into key results. Key results are outcomes of activities that lead to reaching your objective. They are smaller in-between steps. Key results should be measurable and have a deadline.
3. Create a monthly plan for achieving activities and key results. Make a timeline. Be specific and realistic. Look at external deadlines, consider your other obligations/priorities and be clear in your planning.

If you aren't feeling motivated to plan for an objective or key result, ask yourself if the activity or goal is worthy of your commitment. Be honest with yourself in this process. Real progress cannot be rushed but it does require a steady pace of action.

Example:

**Career:** User Experience Designer

Objective 1: Understand Front-end code	<b>Key result 1:</b> Select relevant classes or training	Deadline: .....
	<b>Key result 2:</b> Learn different front-end languages	Deadline: .....
Objective 2: Get a UX degree	<b>Key result 1:</b> Read the five most important books on UX and visual design	Deadline: .....
	<b>Key result 2:</b> Chose a focus area like web, mobile apps or eCommerce	Deadline: .....
	<b>Key result 3:</b> Finish 2 relevant courses on Udemy with relevant certificates	Deadline: .....

To make this plan a reality is simultaneously simple and hard. Just get going. Start with one step, whatever that might be. Listen to yourself if you are stuck. Are you scared? Good, go for it! Are you bored? Make it interesting or stop. Can't get yourself to start? Then simply do one small thing, right now! It's simple, but not easy.

**Procrastination can be a killer of all the good work you put into this workbook. That's why you started with extensive reading on procrastination and what you can do to successfully fight it. Don't let everything you've learned since be wasted. Turn your plans into reality!**

## 4.4. NOW WHAT?

You have clarified your values and worked on owning your past. You've created career roadmaps and researched them by talking to people actually in the roles. You've identified a career you want to develop. You have a plan for how to achieve your goal. You've mapped out steps you need to take to get there.

Turning your career plans into reality can be hard work and will not always be fun. Some of my clients have taken the insights and recreated their LinkedIn description with values, and enriched their application letters with what they now know. Whenever you find yourself procrastinating, not working on the right thing, or just not doing anything at all, reconnect with your career roadmap and/or values, tune into the excitement you felt throughout this book, and then take **one** small step. No matter what tricks might exist regarding procrastination, in the end you need to get started. **You already have the most powerful tools. Not only do you know who you are, but also what you want.**

**Congratulations, you just finished this workbook. That took a lot of dedication, time and energy. When reaching such a milestone, it's always important to take a moment for reflection and celebration. How will *you* celebrate? Don't hold back, make it something special. You've earned it! This was a long journey that took a lot of discipline to complete.**

You may still feel uneasy with certain aspects of where you are in this process. I get that. Sometimes you just need that extra support or additional push. Moving into self-actualization is a long journey. My own purpose is to challenge you to leave behind the life that others have created for you and uncover who you are, what you really want, and let your own star shine.

If you would like to discuss anything in this guide, want to share with me the career you have found or if you have any other question, don't hesitate to reach out!

Over the past few months I have put a lot of effort, and research, into this project so that I could share the content with you. If you've made it this far then you have as well. Please take a minute to leave a review of this workbook on the platform where you made your purchase. This helps potential readers know more about your experience with the book and, as you now know from speaking to others, knowledge is powerful! Why not help them in a similar way? Pay it forward on their career journey!



**FOR ADDITIONAL RESOURCES VISIT:**  
[www.miguelbaumann.com/rebootyourcareer](http://www.miguelbaumann.com/rebootyourcareer)

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[@miguel\\_baumann\\_coaching](https://www.instagram.com/miguel_baumann_coaching)

**CONNECT WITH ME ON LINKEDIN**  
[www.linkedin.com/in/miguelbaumann](http://www.linkedin.com/in/miguelbaumann)

All the best on your journey ahead!

Miguel





# Appendix: List of values

Only use this for inspiration, it's not a finite list, use only as a backup and pick what feels right for you personally.

- A** Accuracy
- Achievement
- Adaptability
- Altruism
- Ambition
- Amusement
- B** Balance
- Beauty
- Boldness
- Bravery
- Brilliance
- C** Certainty
- Clarity
- Comfort
- Community
- Compassion
- Competence
- Connection
- Consciousness
- Control
- Cooperation
- Creativity
- Credibility
- Curiosity
- D** Dependability
- Devotion
- Discovery
- E** Effectiveness
- Efficiency
- Empathy
- Empowerment
- Endurance
- Enjoyment
- Enthusiasm
- Equality
- Ethical
- Excellence
- Experience
- Exploration
- F** Fairness
- Family
- Famous
- Focus
- Freedom
- Friendship
- Fulfillment
- Fun
- G** Generosity
- Giving
- Gratitude
- Greatness
- Grooming
- Growth
- H** Happiness
- Hard work
- Harmony
- Health
- Honesty
- Honor
- Humility
- Humor
- I** Improvement
- Independence
- Individuality
- Innovation
- Inspiring
- Integrity
- Intelligence
- J** Justice

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<b>K</b> Kindness	Relationships	Thoughtful
Knowledge	Respect	Timeliness
<b>L</b> Learning	Results-oriented	Tolerance
Logic	Risk	Toughness
Loyalty	<b>S</b> Security	Traditional
<b>M</b> Mastery	Selfless	Tranquility
	Serenity	Transparency
<b>O</b> Openness	Service	Trust
Optimism	Sharing	<b>U</b> Understanding
Order	Simplicity	Uniqueness
Originality	Sincerity	Unity
<b>P</b> Passion	Skillful	<b>V</b> Vision
Patience	Smart	Vitality
Peace	Solitude	<b>W</b> Wealth
Playfulness	Spirituality	Winning
Power	Spontaneous	Wisdom
Productivity	Stability	Wonder
Professionalism	Status	
Purpose	Strength	
<b>Q</b> Quality	Structure	
	Success	
<b>R</b> Recognition	Sustainability	
	<b>T</b> Teamwork	
	Thorough	

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