



Your Personal CONOPS

Turn a career aspiration into a deliberate concept of operations: mission, end state, objectives, lines of effort, milestones, risks, and measures.

LEADERSHIP FROM THE HELM

Tools Today. A Stronger Tomorrow.

A practical workbook for professionals and emerging leaders who want to navigate organizations with intention, build meaningful influence, and lead authentically.

HOW TO USE THIS WORKBOOK

- 1 Type directly into the fillable fields or print and write by hand.
- 2 Answer for the role and organization you actually have - not the one you wish you had.
- 3 Revisit the workbook periodically. Leadership, careers, and organizational terrain change.



From Here to There

A goal is a destination. A CONOPS explains how you intend to move.

CAREER CONCEPT OF OPERATIONS

Start with present reality, define the desired end state, then work backward. Your plan should identify the capability, relationships, evidence, and decisions required at each intermediate step.

CURRENT STATE - Where am I now? Role, level, strengths, constraints, reputation, and current responsibilities:

DESIRED END STATE - Where do I want to be in 2-5 years? Be specific about role, scope, work, lifestyle, and level of responsibility:

THE GAP - What is missing between here and there?

PURPOSE - Why is this destination worth pursuing?



Mission + Objectives

Define what success requires before deciding what to do next.

MISSION - In one sentence, what career mission am I executing?

END STATE - What must be true when this plan succeeds?

OBJECTIVE 1 - Capability / expertise I must build:

OBJECTIVE 2 - Experience / assignments I must obtain:

OBJECTIVE 3 - Relationships / sponsorship / exposure I must build:

OBJECTIVE 4 - Evidence / credentials / results I must produce:



Lines of Effort

Run several reinforcing efforts at the same time.

FOUR CAREER LINES OF EFFORT

SKILL What must I learn, practice, certify, or master?

EXPERIENCE What assignments, projects, problems, or leadership roles must I obtain?

NETWORK Who must know my work, advocate for me, teach me, or open a door?

POSITIONING How must my brand, visibility, portfolio, or narrative change?



Intermediate Objectives

If the end state is too far away, navigate by waypoints.

CAREER WAYPOINTS

NEXT 90 DAYS

6-12 MONTHS

12-24 MONTHS

24-36 MONTHS



Risks, Assumptions + Measures

A plan becomes strategic when it includes what could derail it.

ASSUMPTIONS - What must remain true for this plan to work?

RISKS - What could delay, block, or make the destination less desirable?

MITIGATION - What will I do before those risks become problems?

MEASURES - What evidence will show I am moving toward the end state?

DECISION TRIGGERS - What events would cause me to accelerate, pause, change course, or exit?



Your Career Commander's Intent

Give yourself enough clarity to act when the exact path changes.

PURPOSE - Why am I doing this?

END STATE - What does success look like?

PRIORITIES - When tradeoffs are required, what matters most?

BOUNDARIES - What will I not sacrifice to reach the goal?

NEXT THREE MOVES - What will I do now?

Continue the Journey

A career CONOPS should be stable in purpose and flexible in execution. The exact route can change without abandoning the mission. Revisit the plan when new information changes the terrain.

Performance gets you noticed. Strategy moves you forward.