Leanna in *beta*

Career guide

10 practices to make your work count and give yourself more options.

Ten important practices. Start wherever you see the biggest opportunity.

01 Make your work visible

I spend about 10–20% of my time sharing my work and results. Use team forums, presentations and leadership updates so people beyond your manager understand your contribution and reputation.

02 Have somewhere to pivot

I keep projects in different areas so I can pivot without starting over. Check whether your alternatives depend on the same budget, sponsor or priority. If one changes, what else could you move forward?

03 Build a strong foundation

I invest heavily upfront in research, historical context, technical understanding and best practices. Learn why past decisions were made. That foundation compounds into expertise you can apply to the next problem.

04 Align on expectations often

When priorities shift, ask: "What does excellent look like now, and what should I stop doing?" Confirm the outcome, how it will be judged and who needs to agree. Revisit the agreement as the work changes.

05 Make your impact easy to explain

Give people a story they can repeat when you are not in the room. Capture the starting point, your key decision and what changed. Name your contribution and your collaborators. Collect evidence as you go, before the details disappear.

06 See past the lines of your role

Your job description should not limit what you learn or contribute. If an important problem needs skills outside your role, develop them. Collaborate with the people who own that function, respect their expertise and agree how you can help. Let the problem expand your skills.

07 Prioritize what your leaders care about

Work can be useful without being a priority. Find out which outcomes your leaders are accountable for and choose projects that move those forward. Make sure the type of work you take on is valued, too. Agree what to stop or hand off when priorities change.

08 Have strong opinions, but hold them loosely

Take a clear position and explain why. Say what evidence would change your mind, then actively look for it. When you learn something new, update your view openly. Stand behind your reasoning while staying willing to revise your conclusion.

09 Use AI for everything you do

Make AI your default partner for research, planning, writing, analysis and execution. As work shifts toward AI, build fluency by using it on real problems. Keep testing how it can improve your work, while checking the output and owning the result.

10 Look for roles where you have a head start

Explore jobs with your employer's customers, suppliers or competitors. Your industry knowledge can be useful in a different role. For example, a retail manager could explore customer success at a retail software company. Find one role where what you already know would help.

EXPLAIN YOUR IMPACT IN A MANAGER UPDATE

Fill in the brackets after a milestone. Use this in a manager update or performance review.

The goal was [goal]. I [your contribution], with [collaborators]. This led to [result or evidence]. Next, I recommend [next step].

Sources and discussion: leannainbeta.com/resources/career-guide