



The Career Development Paradox

As your career advances, deciding **where to focus** becomes harder — not easier. The options multiply, but the time doesn't. Here's a framework to help you invest in the right areas.

What does success require in my role?

Define the capabilities your role demands — these set your baseline for everything that follows.

Clarify What Matters

Identify the two or three capabilities that drive real performance in your role — not what sounds good, but what actually moves the needle.

Align with Your Manager

Compare your view of success with your manager's. Misalignment here is one of the most common — and costly — career mistakes.

Close the Gap

Once you've defined what matters most, prioritize addressing any gaps between where you are and where you need to be.



QUESTION 2 OF 4

What are my current capabilities?

Map your strengths and weaknesses honestly against what your role actually requires.

→ Own Your Strengths

Identify what you do exceptionally well — and acknowledge where those strengths come from.

→ Seek Candid Feedback

Ask for unfiltered input from people who will tell you the truth, not just what you want to hear.

→ Uncover Blind Spots

The gaps you can't see are often the ones holding you back the most.

What can be compensated for?

Not every gap requires *your* personal development. Smart leaders know how to build around their limitations.

Delegate

Assign tasks that fall outside your strengths to those who excel in them.

Design Your Team

Hire and position people strategically to complement your gaps.

Build Partnerships

Leverage peer relationships to offset areas where you're less effective.

Stay Targeted

Only invest personally in gaps that *directly* limit your effectiveness.



Where is my untapped potential?

Look beyond your current strengths to identify capabilities you haven't fully explored — especially those your next role will demand.

❏ **The key:** Step back, diagnose honestly, then develop with intention.



1 Challenge Over-Reliance

Leaning too hard on existing strengths can limit your range and signal a plateau to others.

2 Anticipate New Demands

The skills that got you here may not be the ones that take you further. Think one role ahead.

3 Prioritize the Transition

Focus energy on areas that matter most for your *next* move, not just your current one.



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