A COMPANION WORKBOOK

The Field Notes

A Companion Workbook to *Who Am I Without the Badge?*



A private ledger for the pages you can't write on a work laptop.

THEO MARLOW

HOW TO USE THESE PAGES

Before you start

These pages hold the worksheets for the 14 tools in *Who Am I Without the Badge?*, plus a 30-day plan and room to write.

You don't need to do them in order, and you don't need to do them all. Start with the page that matches where you are today. The map on the next page will point you there.

Write by hand if you can. Write fast, before your professional self tidies the answer. Nobody else needs to see these pages.

Every tool page works the same way: what it is for and how long it takes at the top, the steps, then space to write. A small **48-hour start** gives you the smallest first move. A line at the foot of each page tells you which chapter of the book explains how to read what you have written.

If you are using a tablet, open this file in any PDF app that lets you write with a stylus. If you are printing, the pages work in black and white too.

If today is a storm

These pages are for ordinary difficulty: a hard start, a heavy year, a strange in-between. If you are being harmed or made unsafe at work, go to a proper channel now. If you have stopped sleeping, dread every day, or feel at risk, please talk to a doctor, a counsellor or a crisis line today. **findahelpline.com** lists crisis lines by country.

This workbook belongs to

Started on

Why I am opening this workbook today

Write it plainly, as you would say it to a friend at the end of a long day.

Start where you are

Find the line that sounds most like today. Begin there.

IF YOU ARE...	START WITH	PAGE
A few months into a new role and wobbling	**Voice Before Exit**	**4**
Tired, and not sure of what	**The Done-With-It Inventory**	**6**
Good at it, but not getting anywhere	**Thanked-For vs Promoted-For; the Perception Ledger**	**8–9**
Running on empty	**The Energy Statement**	**10**
Deciding whether to stay one more year	**The Five Returns Test**	**12**
On your way out	**Leaving Well; the Badge Funeral**	**14–16**
Already out, in the in-between	**Scaffolding; the weather log; the One Witness map**	**17–21**
Building what comes next	**Title to Thesis; the Judgment Stack; the proof sprint**	**22–26**
Helping someone else	**For someone else**	**28**

The 14 tools

Voice Before Exit	*Start Here*	4	The Done-With-It Inventory	*Ch. 1*	6
Thanked-For vs Promoted-For	*Ch. 2*	8	The Perception Ledger	*Ch. 3*	9
The Energy Statement	*Ch. 4*	10	The Five Returns Test	*Ch. 5*	12
Leaving Well	*Ch. 6*	14	The Badge Funeral	*Ch. 7*	15
Scaffolding for the Fallow	*Ch. 8*	17	The weather log	*Ch. 9*	18
The One Witness map	*Ch. 10*	20	Title to Thesis	*Ch. 11*	22
The Judgment Stack	*Ch. 12*	24	Proof Before Pitch	*Ch. 13*	25

The 30-day action plan 27

For someone else 28

The private room (journal pages) 29

Where I am today, in one honest paragraph

START HERE · 30 DAYS

Voice Before Exit

Make the decision with information, not with a knot in your stomach.

1 · The 30-day hold

No resignation decision before: _____

Signed, on a calm day _____ *Date* _____

2 · Three conversations before the letter

The person I report to

My one specific ask: one sentence they could say yes to.

☐ Asked on _____

The proper internal channel

Only if it is about conduct, workload or fairness. What I will bring, in facts:

☐ Spoken on _____

Someone outside, with no stake

Who, and the question I have been stepping around:

☐ Spoken on _____

3 · My decision line

What would have to change for me to stay, and by when. Write it so someone else could check it.

Date I read this line again _____ ☐ Met ☐ Not met

Your 48-hour start. Tonight, write the date 30 days from now in box 1. Tomorrow evening, write three lines of facts on the next page, at least one about something that went well. Then draft your one ask.

Read it in the book: *Start Here: when the hold is not the right tool, and what the two most common worries get wrong.*

START HERE · 5 MINUTES A DAY

The fact log

A written picture of what is actually going on.

Facts, not feelings. "The plan changed three times and nobody said why", not "everything is chaos". Note what went well too: you are keeping a record, not building a case.

DAY	WHAT HAPPENED (CHECKABLE FACTS)	WHAT WENT WELL	AGAIN?
1			☐
2			☐
3			☐
4			☐
5			☐
6			☐
7			☐
8			☐
9			☐
10			☐
11			☐
12			☐
13			☐
14			☐
15			☐
16			☐
17			☐
18			☐
19			☐
20			☐
21			☐
22			☐
23			☐
24			☐
25			☐
26			☐
27			☐
28			☐
29			☐
30			☐

Day 30

What resolved on its own

What kept repeating

Read it in the book: *Start Here: what to carry into the three conversations, and what to stop carrying.*

CHAPTER 1 · 1 HOUR, OR 20 MINUTES TO START

The Done-With-It Inventory

Tired of the work, or tired of who the work makes you?

Answer each in one or two sentences, by hand, faster than feels comfortable. Then circle WORK or SELF. Do not change a mark once it is on the page. Do it on an ordinary day, not a terrible one.

THE WORK ITSELF

1 **If you could keep your title and your colleagues but swap every task you do, would you feel relief or panic?**

WORK SELF

2 **Which parts of the work still interest you when nobody is watching?**

WORK SELF

3 **If you imagine doing exactly the same tasks somewhere else, does the tiredness come with you?**

WORK SELF

THE PERSON IT REQUIRES

4 **Who do you have to be at nine in the morning, and do you like that person?**

WORK SELF

5 **Which habits have you picked up at work that you would not want a friend to see?**

WORK SELF

6 **When did you last say no without explaining yourself?**

WORK SELF

Your 48-hour start. Short first run tonight: answer only questions 4, 8 and 12. Book 40 minutes in the next two days for the other nine.

THE REST TEST

7 When you rest, what are you resting from?

WORK

SELF

8 What do you take on holiday just in case?

WORK

SELF

9 After a real break, what brings the old feeling back first?

WORK

SELF

THE FUTURE

10 If someone told you that you would be doing this for the rest of your working life, what is the very first feeling?

WORK

SELF

11 Whose admiration are you staying for?

WORK

SELF

12 If you were not good at this, would you still be here?

WORK

SELF

Tally

Run 1 · date _____

WORK ____ SELF ____

Run 2, a month later, without looking · date _____

WORK ____ SELF ____

Answers that changed / answers that did not

The three answers that made me most uncomfortable

Read to one person _____ *on* _____

Read it in the book: *Chapter 1, "Reading your answers": what a mostly-work pile, a mostly-self pile and an even split each call for, and the two warnings before you trust the result.*

Thanked-For vs Promoted-For

Are you being paid in a currency the system does not convert?

WHAT I AM THANKED FOR (*the words people actually used*)	**WHAT PEOPLE HERE ARE PROMOTED FOR** (*what they owned, carried, decided*)

When something hard and important lands, whose desk does it go to? Is it ever mine?

Translate

One thing from my left column, rewritten in the language of outcomes.

My ask for one piece of scope

Could this be mistaken for an offer to help? ☐ *Yes, rewrite it*

☐ *No*

One piece of housework I am handing back, and who I will tell

Your 48-hour start. Write five things you have been thanked for, in their words. Rewrite the one closest to real responsibility as an outcome. Draft the scope ask and book 15 minutes.

Read it in the book: *Chapter 2: the three things to look for when you read across, and what to do if the gap never closes.*

The Perception Ledger

What you deliver, next to what the system sees.

WHAT I DELIVERED (*plain, checkable, no adjectives*)	**HOW IT WAS SEEN** (*evidence only*)	**VERB USED ABOUT ME**	**GAP**
		helped / led…	☐ V ☐ T ☐ At ☐ As
		helped / led…	☐ V ☐ T ☐ At ☐ As
		helped / led…	☐ V ☐ T ☐ At ☐ As
		helped / led…	☐ V ☐ T ☐ At ☐ As
		helped / led…	☐ V ☐ T ☐ At ☐ As
		helped / led…	☐ V ☐ T ☐ At ☐ As
		helped / led…	☐ V ☐ T ☐ At ☐ As
		helped / led…	☐ V ☐ T ☐ At ☐ As

Gap types: **V** visibility · **T** translation · **At** attribution · **As** assumption

Double-ledger log

One tick each time you catch yourself wondering: was that about me, or about my work? Keep it for one or two weeks. Do not analyse.

☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐

My one ally

Name _____

Walked through on _____

Next look at this ledger

Date _____

Your 48-hour start. Before your first meeting tomorrow: five deliveries on the left, five pieces of evidence and verbs on the right. Message one ally for 20 minutes.

Read it in the book: *Chapter 3: what each gap needs, and why an assumption gap must never be answered with more work in column one.*

The Energy Statement

What fills you, what drains you, and the surprises.

Income lines *what reliably leaves me with more energy than before*
"Exercise" is too vague. "A walk before anyone needs me" is a line.

Body

Mind

Heart

Purpose

Cost lines *what drains me*
Be specific. Include the hidden costs, like the effort of performing calm.

Visible

Hidden

Your 48-hour start. Tonight: three income lines and three cost lines, specific enough that a stranger could picture them. Tomorrow: mark each for the past week on the next page.

Read it in the book: *Chapter 4: why a single income line leaves you exposed.*

Copy each line's name once. Each Friday mark it + gave more than usual, − took more, = steady. Do not explain the marks. Missed a week? Start again next Friday.

LINE	WEEK 1	WEEK 2	WEEK 3	WEEK 4

This week I ended with **W1** More · Same · Less **W2** More · Same · Less **W3** More · Same · Less **W4** More · Same · Less

The surprises, after four weeks

Shrinking income line

Growing cost line

Am I using one line to prop up another?

Does rest still work?

Three moves

Protect one

Shrink one

My one policy, short enough to remember on a bad day

Read it in the book: *Chapter 4: how to tell a passing dip from a structural loss, and the three cautions.*

CHAPTER 5 · 1 HOUR, OR 30 MINUTES TO START

The Five Returns Test

What would one more year actually buy you?

This tool is open: everything you need to run it is on these two pages.

Step 1 · Describe the year

One more year in your current role, as you realistically expect it from the last few. Not the year you hope for.

How many times did I write "maybe"? ☐ *0 to 2* ☐ *More: cross them out and write what is likely*

Step 2 · Score each return from 0 to 3

0 buys nothing, or takes away	**1** a little: maintenance	**2** real, noticeable growth	**3** substantial growth, hard to get elsewhere

RETURN	SCORE	ONE LINE OF EVIDENCE (*a score without evidence is a mood*)	WRITTEN BY
Skill *Will I get meaningfully better at something that matters to my future?*			☐ Fear ☐ Hope ☐ Evidence
Story *Will this year add a chapter I would want to tell?*			☐ Fear ☐ Hope ☐ Evidence
Network *Will I build relationships I would not otherwise build?*			☐ Fear ☐ Hope ☐ Evidence
Energy *Will I end the year with more energy, or less?*			☐ Fear ☐ Hope ☐ Evidence
Options *Will more doors be open at the end of it, or fewer?*			☐ Fear ☐ Hope ☐ Evidence

Your 48-hour start. Write the paragraph, then score only Energy and Options, with evidence. Set your first kill criterion on the next page and put the date in your diary.

Step 3 · Read the pattern, not the total

Two or more 3s. A strong case for staying, at least for now. Name the returns and make sure you collect them.

One high, the rest low. Staying can still be right, but only for a named reason, with a date by which you will have it.

Nothing above a 1. The burden of proof has moved. Write the case for staying as if to a sceptical friend who loves you.

Energy at 0. Treat every other score with suspicion: a draining year leaves you less able to use what it gives.

My reading of the pattern

Optional · Score the alternative

Only if there is a real one in mind. Do not invent one. Be stricter here: an imagined future has not had a chance to disappoint you.

RETURN	SCORE	EVIDENCE
Skill		
Story		
Network		
Energy		
Options		

Step 4 · Kill criteria

If _____ is not true

by _____, I run this test again. ☐ In my diary

Read it in the book: *Chapter 5: how fear and hope bend the scores, and what the test cannot do for you.*

Leaving Well

Separate the people from the system.

People I am grateful to

Specific thanks sent

- ☐
- ☐
- ☐
- ☐
- ☐
- ☐
- ☐

What I want to say to them

What no longer fits me

No name ever goes in this column.

This rhythm suits people who want… and it stopped suiting me because…

This rhythm suits people who want… and it stopped suiting me because…

This rhythm suits people who want… and it stopped suiting me because…

This rhythm suits people who want… and it stopped suiting me because…

My public story

Two or three sentences: true, short, generous, and about what I am moving towards.

☐ Read aloud without wincing

What lives only in my head

The private room

Where my frustration goes, once, fully: a journal, a walk, one person.

Read it in the book: *Chapter 6: how to use your voice before you use the door, and the final test before you tell your story.*

The Badge Funeral

Grieve the work self on purpose, so it stops ambushing you.

My object

What I chose, and where I will see it each morning.

Scaffolding for the eulogy on the next page.

Who they were at their best

What they gave me

What they cost me

What I am keeping

Two or three qualities.

What I am letting go of

Three sentences for one witness

What I am grieving

What I am keeping

What I hope comes next

Told to _____ *on* _____

Read it in the book: *Chapter 7: what the funeral is not, and what to expect the week after.*

A eulogy for the work self

A page or less. True, not beautiful. Then read it aloud.

They did their best. They can rest now.

CHAPTER 8 · 15 MINUTES TO START

Scaffolding for the Fallow

Three anchors. No more.

A learning container

What

When (fixed)

Who expects me

☐ I am a beginner here

A body rhythm

Light

Movement

Rest, on purpose

Boring is the point.

One weekly human

Name

Day and time

Place

Back-up names, by reliability

FRIDAY CHECK	W1	W2	W3	W4	W5	W6	W7	W8
Learned alongside others	☐	☐	☐	☐	☐	☐	☐	☐
My body kept time	☐	☐	☐	☐	☐	☐	☐	☐
Sat across from one human, on purpose	☐	☐	☐	☐	☐	☐	☐	☐

Any "no" this Friday? Fix that one before you add anything new.

Your 48-hour start. Start with the weekly human. Write three people within reach and message the first with a day, a time, a place and the word weekly.

Read it in the book: *Chapter 8: why three anchors and not four, and how to know when the scaffolding can come down.*

The weather log

Plan for the weather, not the forecast.

*One precise word (not "fine": uneasy, flat, buzzing, steady…), a strength from 1 to 5, and the conditions. Circle **S** slept well, **M** moved, **D** daylight, **P** a person. Do not analyse while you log.*

DAY	MORNING WORD	1–5	CONDITIONS	EVENING WORD	1–5	CONDITIONS
1			S M D P			S M D P
2			S M D P			S M D P
3			S M D P			S M D P
4			S M D P			S M D P
5			S M D P			S M D P
6			S M D P			S M D P
7			S M D P			S M D P
8			S M D P			S M D P
9			S M D P			S M D P
10			S M D P			S M D P
11			S M D P			S M D P
12			S M D P			S M D P
13			S M D P			S M D P
14			S M D P			S M D P
15			S M D P			S M D P
16			S M D P			S M D P
17			S M D P			S M D P
18			S M D P			S M D P
19			S M D P			S M D P
20			S M D P			S M D P
21			S M D P			S M D P
22			S M D P			S M D P
23			S M D P			S M D P
24			S M D P			S M D P
25			S M D P			S M D P
26			S M D P			S M D P
27			S M D P			S M D P
28			S M D P			S M D P

My climate report

Once a week, read back. What patterns do the conditions show?

Read it in the book: *Chapter 9: how to read the climate rather than the day.*

Weather plans

Written in calm weather, read in a storm. Cut them out, or screenshot them for your lock screen.

Storm card

1 No big decisions today. Anything important waits 48 hours.

2 Body first: sleep, water, food, daylight, movement.

3 Contact _____ just to say the weather is bad.

Then one small task, finished.

My quiet vote

Storm notes

Sunshine card

Enjoy it fully.

Use it for one brave act:

No more than one new commitment.

My one brave act today

Sunshine notes

A feeling about the future is not a fact about the future.

When the weather belongs to someone else

The one or two people who get the honest reading, storms included.

My real break

From _____ *to* _____

Not allowed on it

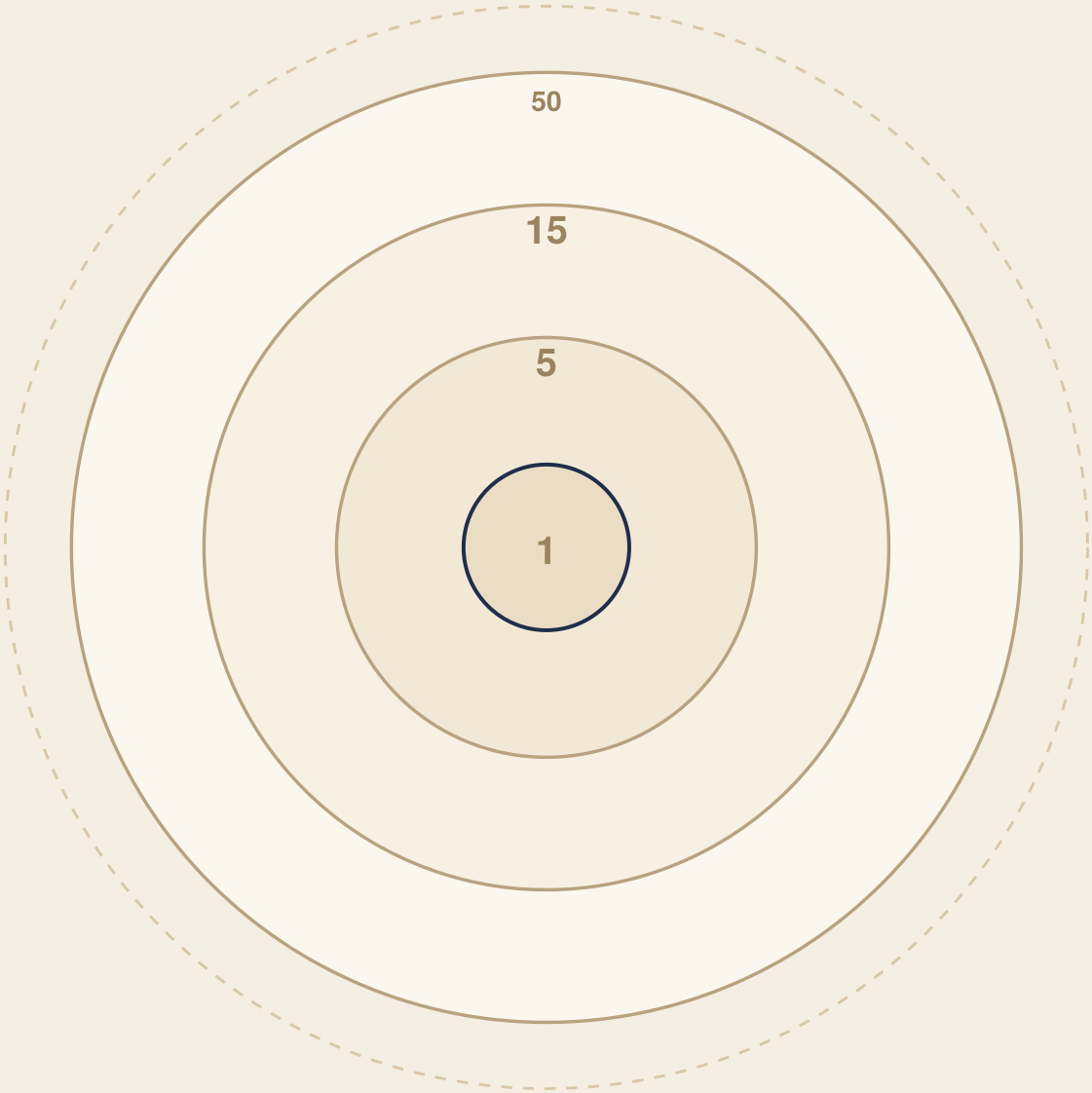
Read it in the book: *Chapter 9: the quiet vote, and why sunshine days need a plan too.*

CHAPTER 10 · 30 MINUTES

The One Witness map

Who carries you through, and who will drift.

Write names in pencil, as things are today, not as they should be. ***1*** *the person who has seen you at your lowest and stayed.* ***5*** *who you would turn to in a real crisis.* ***15*** *who you could tell something true.* ***50*** *who you would invite to a big celebration. Put a small* ***W*** *by names you know mainly through work.*



Work names I want to carry across (no more than four)

Name _____ *A reason to be in touch that is not the old job* _____

Name _____ *A reason to be in touch that is not the old job* _____

Name _____ *A reason to be in touch that is not the old job* _____

Name _____ *A reason to be in touch that is not the old job* _____

Read it in the book: *Chapter 10: how to read your map, how to plan for the silence, and what to do if your 1 is empty.*

Three messages

Personal, written for one person each, sent before you need them.

To someone in my 5

A specific thank-you

One true sentence about how it is going

An invitation, with a rough date

Sent on _____

To someone in my 15

A specific thank-you

One true sentence about how it is going

An invitation, with a rough date

Sent on _____

To a work friendship I want to keep

A specific thank-you

One true sentence about how it is going

An invitation, with a rough date

Sent on _____

Once a month, tend the inner rings

When did I last speak to my 1, properly?

Who in my 5 have I not heard from, and what small thing could I send today?

Who has moved inwards, and have I told them it matters?

Read it in the book: *Chapter 10: tending the rings, and becoming someone else's witness.*

CHAPTER 11 · 25 MINUTES TO START

Title to Thesis

Three sentences about the problem you solve, and for whom.

Circle the problems that repeat. Star the ones you enjoyed. Where a circle and a star meet is the neighbourhood your thesis lives in.

Problems people brought me (*in their words*)

Problems I enjoyed solving

Sentence 1 · The problem

As a tired person would say it at the end of a long day.

Sentence 2 · For whom

Narrow enough to picture one of them sitting across from you.

Sentence 3 · Why me

Evidence, not adjectives: what have you seen, built or survived?

☐ No titles ☐ No former employer ☐ No adjectives about myself

Read it in the book: *Chapter 11: collecting the evidence, and why the props have to go.*

Test it on five people

Say it in conversation, not in a document. Then ask three questions.

WHO	COULD THEY SAY IT BACK?	WHO CAME TO MIND FOR THEM?	WHAT WOULD MAKE THEM BELIEVE IT?	THE WORD THEY REPEATED
Someone who loves me				
Someone from the old life				
A near-stranger like my 'for whom'				
A kind sceptic				
Someone with the problem				

Drafts *keep every version. Clarity usually arrives as subtraction.*

Version 1

Version 2

Version 3

Read it in the book: *Chapter 11: the warning about choosing five people who will only nod.*

CHAPTER 12 · ONE SITTING

The Judgment Stack

Where your value moves as machines do more of the work.

The twenty-minute test

A task I am known for, as an invented example: nothing confidential, nothing from a former employer, no real people.

Good *my ground floor*	**Confidently wrong**	**Bland**

The five layers

Decide *A time I chose the question, or said the real problem was somewhere else.*

Define *What an excellent version of this work looks like, before it exists.*

Direct *How good was my brief? What would make it clearer?*

Detect *My library of failures: mistakes I can spot that a beginner could not.*

Tell *What the people who must act on it would ask, and what would make them trust it.*

My strongest layer _____ *The one I will practise this month* _____

Sentence three of my thesis, rewritten

About a layer of the stack, not about making the thing.

Read it in the book: *Chapter 12: how to practise at the top, and what the stack is not.*

CHAPTER 13 · 30 DAYS

Proof Before Pitch

Become a little less uncertain, one result at a time.

1 · The sentence I am least sure of

The claim from my thesis that makes me slightly nervous to say out loud.

2 · The smallest real thing

Small enough to finish this month, real enough that someone could use it.

3 · One real person with the problem

Not a friend, family or former colleague.

4 · Decided in advance

What counts as proof

What makes me stop or change course

5 · Build, show, listen, every week

	BUILT	SHOWED	LEARNED	WILL CHANGE
Week 1				
Week 2				
Week 3				
Week 4				

Day 30 · One honest paragraph

Was the sentence true, partly true, or wrong? What is the next smallest test?

Read it in the book: *Chapter 13: what to do when the sprint fails, and the next sprint after that.*

The 90-day scorecard

Once a month, half an hour. A sentence or two per line, and a circle. No numbers.

	MONTH 1	MONTH 2	MONTH 3
Energy *More at the end of most weeks, or less? What gave it back?*	Rising · Steady · Falling	Rising · Steady · Falling	Rising · Steady · Falling
Proof *What exists now that did not a month ago, and who used it?*	Rising · Steady · Falling	Rising · Steady · Falling	Rising · Steady · Falling
People *Who is in my life because of this work? Is my one witness close?*	Rising · Steady · Falling	Rising · Steady · Falling	Rising · Steady · Falling
Meaning *Does this still match my thesis, and what I chose to keep?*	Rising · Steady · Falling	Rising · Steady · Falling	Rising · Steady · Falling

After three months: the trend I see

Read it in the book: *Chapter 13: what rising energy with weak proof means, and what the reverse means.*

CLOSE

ONE WAY TO SPEND THE NEXT MONTH

The 30-day action plan

You do not need to do everything. Do something small, soon, and keep going.

Week one · See clearly

- [ ] Run the Done-With-It Inventory (p. 6)
- [ ] Still inside? Start the 30-day hold and the fact log (p. 4–5)
- [ ] Draw up a first Energy Statement (p. 10)

Week two · Use your voice

- [ ] Write the one change that would make the biggest difference
- [ ] First conversation: one specific ask (p. 4)
- [ ] Write your decision line (p. 4)
- [ ] Book the other two conversations, keeping your own notes

Week three · Decide on purpose

- [ ] Score the Five Returns Test (p. 12)
- [ ] Tell your one witness what you have decided, or are still deciding (p. 20)
- [ ] Have the remaining conversations

Week four · Build one piece of the next thing

- [ ] Draft your three sentences and test them on five people (p. 22–23)
- [ ] Pick one proof for the next 30 days and block the first hour (p. 25)
- [ ] Choose one person to help, and message them (p. 28)

Day 30 · What do I know now that I did not before?

For someone else

One appointment in your diary that exists only for someone else's next move.

Someone near the edge of their own transition
Look along your 15 on the One Witness map.

My one offer (*choose one, not all three*)

- ☐ A weekly walk
- ☐ A place among the five who hear their first thesis
- ☐ An introduction to the one real person their first sprint needs

Offered on

☐ In my diary, in ink

Follow-up message in two weeks

What they said, and what I noticed

Read it in the book: *"How to Help Someone Through It": a one-page guide to listening first, and not deciding for them.*

The private room

Say it all, once, fully. Then close the door.

Date _____

Date _____

Date _____



These pages are the ledger.
The book is the key.

Who Am I Without the Badge? is for anyone who has outgrown a title, or is about to. Each chapter opens with one honest scene and gives you one tool, one move to make in the next 48 hours, and one way to help someone else facing the same thing.

Every worksheet in this workbook comes from it, and every page tells you which chapter explains how to read your answers.

Who Am I Without the Badge? by Theo Marlow
Kindle (free to read on Kindle Unlimited) and paperback.
Search the title on Amazon, or visit **amazon.com/dp/B0HNKBMC5Z**

Know someone who needs this? Pass it on. These pages are free to share.

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