



Understanding How Identity Influences Career Decision Biases

A practical guide for working professionals ready to make clearer, more intentional career moves — free from the invisible scripts that hold them back.



Why Your Identity Is Quietly Running Your Career

Every career decision you make — from which job titles you apply for, to how confidently you negotiate salary, to which industries you even consider — is filtered through a powerful, largely invisible lens: your identity. This isn't a soft, philosophical concept. It's a measurable cognitive reality that shapes behavior in highly consequential ways, and most professionals never examine it until they hit a wall they can't explain.

Identity-driven career bias is the tendency to make professional decisions based on who you believe you *are* (or aren't), rather than what you're genuinely capable of or what opportunities actually fit your goals. These biases are rooted in social roles, cultural narratives, family messaging, industry labels, and years of internalized assumptions — and they operate below conscious awareness most of the time.

The problem this guide solves is specific: you're a capable professional making career decisions that feel rational, but are actually being quietly distorted by identity-based filters you've never been shown how to identify or challenge. You may be self-selecting out of roles you'd excel in, over-indexing on titles that "fit" your self-image, or avoiding pivots that feel identity-threatening even when they're strategically sound.

-  This guide is designed to be **skimmed for quick insights or read deeply for full application**. Use the reflection questions and worksheets to turn insight into action. Return to it at key career crossroads — job searches, performance reviews, promotion cycles, or any moment of major professional doubt.

What Is Identity, Really? (And Why It Matters for Your Career)

Identity is not just your job title or your LinkedIn headline. It is the entire constellation of self-beliefs, social roles, and group memberships that you use to answer the question: *"Who am I?"* Psychologists refer to these as identity schemas — internalized frameworks that your brain uses to rapidly categorize situations, predict outcomes, and guide decisions. The trouble is, these schemas were built largely in childhood and early adulthood, from environments that may look nothing like your current professional reality.

Your career identity is a subset of your broader self-concept, and it includes beliefs like: "I'm a creative, not a business person," "People like me don't go into finance," "I'm not technical enough for that role," or "I need more experience before I'm ready." These statements feel like facts. They are not. They are identity constructs — often inherited rather than earned — and they drive career decisions with enormous force.

Understanding the architecture of identity is the first step toward recognizing where it's distorting your professional choices. This isn't about tearing down who you are. It's about developing the self-awareness to see when identity is serving you as a compass versus constraining you as a cage.

Key Identity Layers

- **Personal Identity** — Values, personality traits, personal history
- **Social Identity** — Gender, race, class, culture, nationality
- **Professional Identity** — Role, function, industry, credentials
- **Relational Identity** — Family roles, peer groups, mentors
- **Aspirational Identity** — Who you believe you're becoming

Each layer can be a source of strength *or* a source of invisible constraint — sometimes both at once.

The 6 Identity-Driven Career Biases You Need to Know

These are not generic cognitive biases from a psychology textbook. These are the specific patterns that show up repeatedly when professionals make career decisions through an identity lens. Recognizing them by name is the first step to neutralizing their power.

1

Identity Foreclosure

Committing to a career path because it matches a pre-existing self-concept — without exploring alternatives. Classic example: "I've always been 'the engineer' — I couldn't be a manager."

2

Stereotype Threat Avoidance

Avoiding roles or industries where you fear being judged through a negative group stereotype — even when you're individually well-qualified. Often shows up as pre-emptive self-elimination from applications.

3

Social Proof Anchoring

Over-weighting the career paths of people who look or sound like you as evidence of what's possible for you. If no one from your background has done it, your brain flags it as "not for me."

4

Role Schema Rigidity

Refusing opportunities that don't fit your current professional title or function, even when they align with your skills and goals. "That's not what a marketing director does" shuts down exploration.

5

Belonging Uncertainty

Chronic doubt about whether you'll ever "fit" in a new environment, role, or industry — driven by identity mismatch anxiety rather than actual evidence of incompatibility.

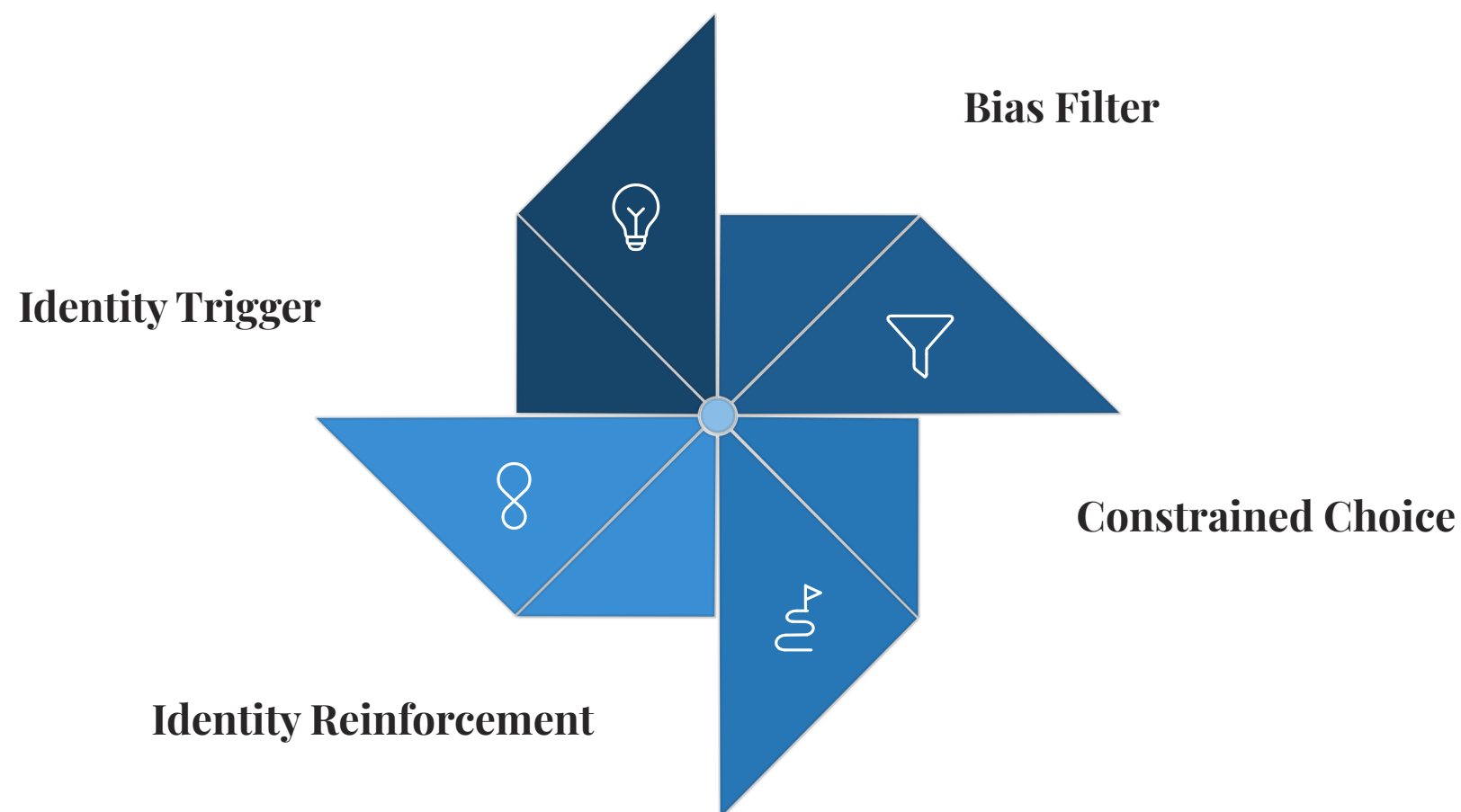
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Legacy Loyalty Bias

Staying loyal to a career direction because of family expectations, cultural obligations, or sunk costs — not because it's the right path forward. "I can't change now — this is who my family thinks I am."

The Identity-Bias Decision Cycle

Understanding how identity biases perpetuate themselves is critical for breaking the loop. This isn't a one-time event — it's a self-reinforcing cycle that grows stronger the longer it goes unexamined. Here's how the cycle operates in practice, and where you have the power to intervene.



The most important insight here is that you never experience this cycle as distortion — it feels like clear, rational thinking. The identity filter is invisible precisely because it's doing its job. Your brain is protecting your self-concept by steering you toward familiar, identity-consistent choices. Breaking this cycle requires external input: frameworks, reflection questions, and structured self-examination — exactly what this guide provides.

Reflection Worksheet: Mapping Your Identity Landscape

Use this structured self-assessment to begin mapping the identity beliefs that may be shaping your career decisions. Set aside 20–30 minutes in a quiet space. Answer honestly — no one sees these responses but you. The goal is not to judge your answers, but to surface assumptions you haven't consciously examined.

Section A: Your Professional Self-Concept

Complete these sentences without overthinking:

- When someone asks what I do, I usually say: **"I am a _____"**
- The kinds of roles I consider applying for are roles where people like me typically _____
- I would never apply for a role that required me to be seen as _____
- The industries I've never seriously considered are _____ — and the reason I tell myself is _____

Section B: Your Identity Constraints

Answer these questions as candidly as possible:

- What career move have you been putting off because it "doesn't feel like you"?
- Whose approval do you feel you need before making a significant career change?
- What career path have you dismissed without researching because people from your background "don't do that"?
- What role or title makes you feel like an imposter before you've even applied?

Section C: Your Aspirational Identity

Now shift forward:

- If your career decisions were based purely on capability and interest — not identity — what would you pursue?
- What would the professional version of you look like in 5 years if identity constraints were removed?
- What one career assumption are you willing to challenge as a result of this exercise?

✓ Save your answers. You'll reference them in the Action Plan section at the end of this guide. Patterns in your responses will point directly to the identity biases most active in your career decisions.

How Social Identity Shapes What Feels Possible

Social identity — the groups you belong to and the groups you believe represent people "like you" — has a profound and often underestimated impact on career decision-making. Research in social psychology consistently shows that people calibrate their professional ambitions to match the perceived ceiling of their reference group. In practical terms: if the people around you — in your family, your community, your peer group — have not pursued certain paths, those paths feel implicitly off-limits, even when no explicit barrier exists.

This is not a failure of ambition. It is a deeply human cognitive mechanism. The brain uses social proof as a validity signal for what's achievable. When your social reference group hasn't navigated a particular path — consulting, executive leadership, entrepreneurship, technical fields — your nervous system treats it as genuinely risky territory rather than simply unfamiliar territory. The distinction matters enormously.

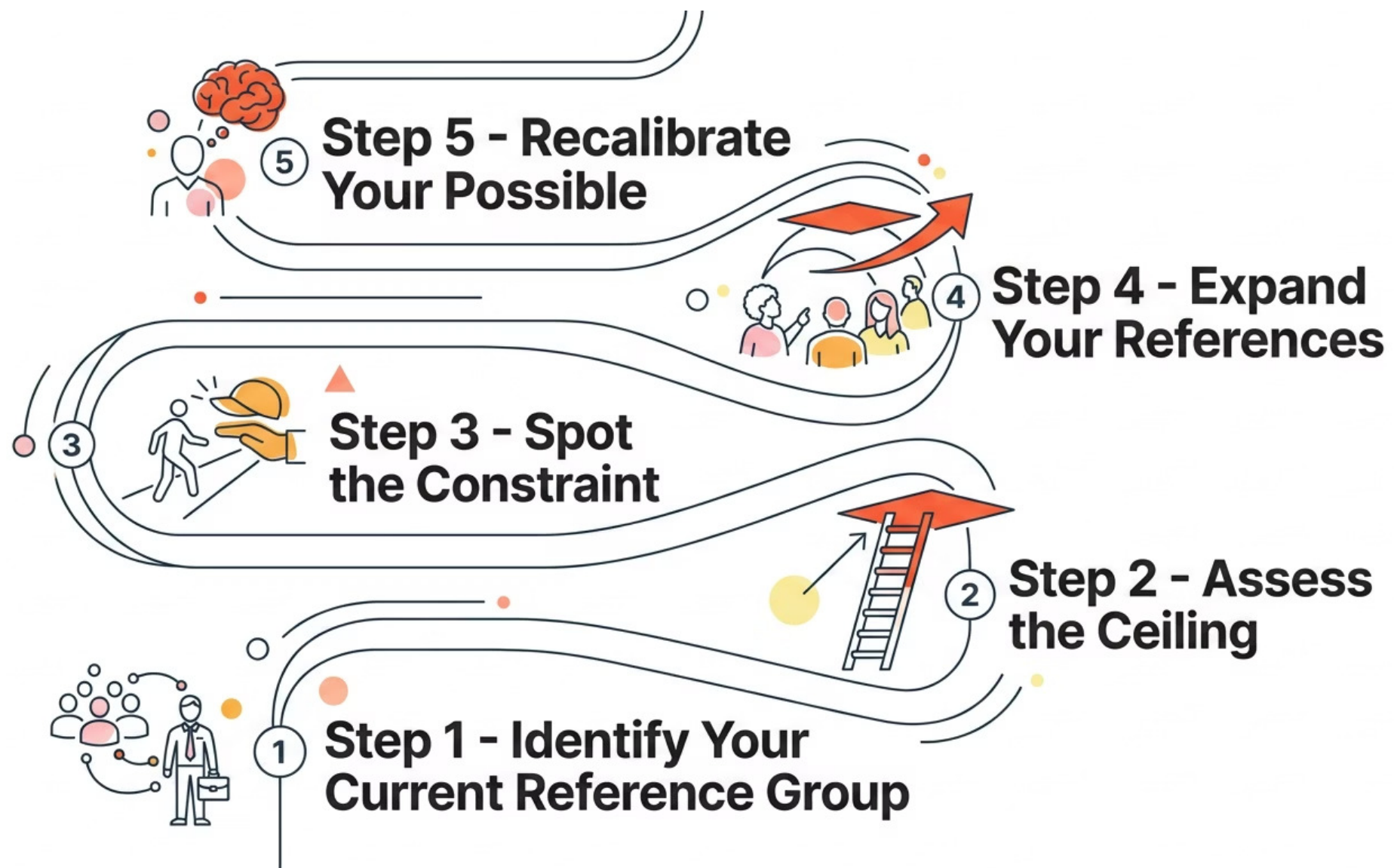
Gender, race, socioeconomic background, cultural heritage, and first-generation professional status all shape which careers feel "meant for you" at a level that precedes conscious analysis. These aren't excuses or limitations — they are real forces that deserve honest acknowledgment before they can be deliberately transcended.

The goal is not to pretend these forces don't exist, but to develop the capacity to ask: *"Is this barrier real in my current context, or is it a holdover from a past environment that no longer applies?"* That question alone can unlock more career mobility than any amount of skills training.

- ❏ Social identity biases are not character flaws. They are predictable human responses to social environments. Naming them clearly is the first act of professional agency.

The Reference Group Audit Framework

Your career ambitions are partly a function of who you use as your reference points. This framework helps you deliberately expand your reference group — replacing or supplementing identity-limiting comparisons with identity-expanding ones.

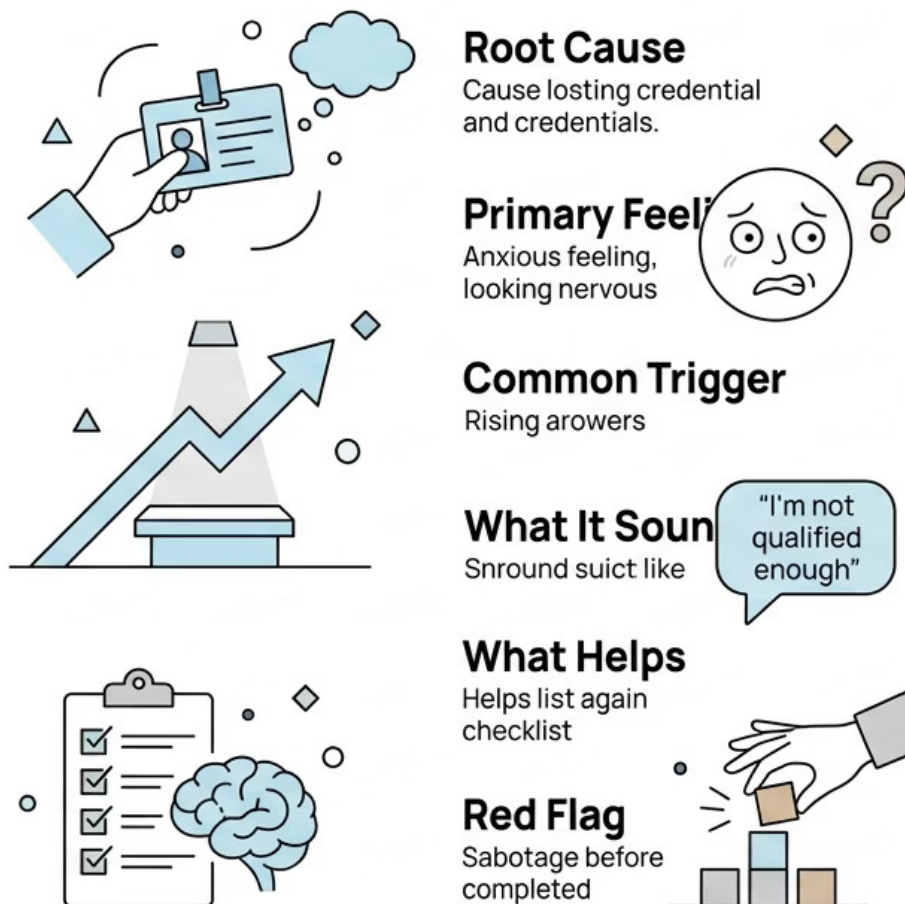


The power of this framework lies in its simplicity: you don't need to change your identity to change your career trajectory. You only need to update the evidence your brain is using to calculate what's possible. Deliberately curating a broader reference group — through mentors, communities, LinkedIn connections, biographies, and peer networks — is one of the highest-leverage career investments you can make.

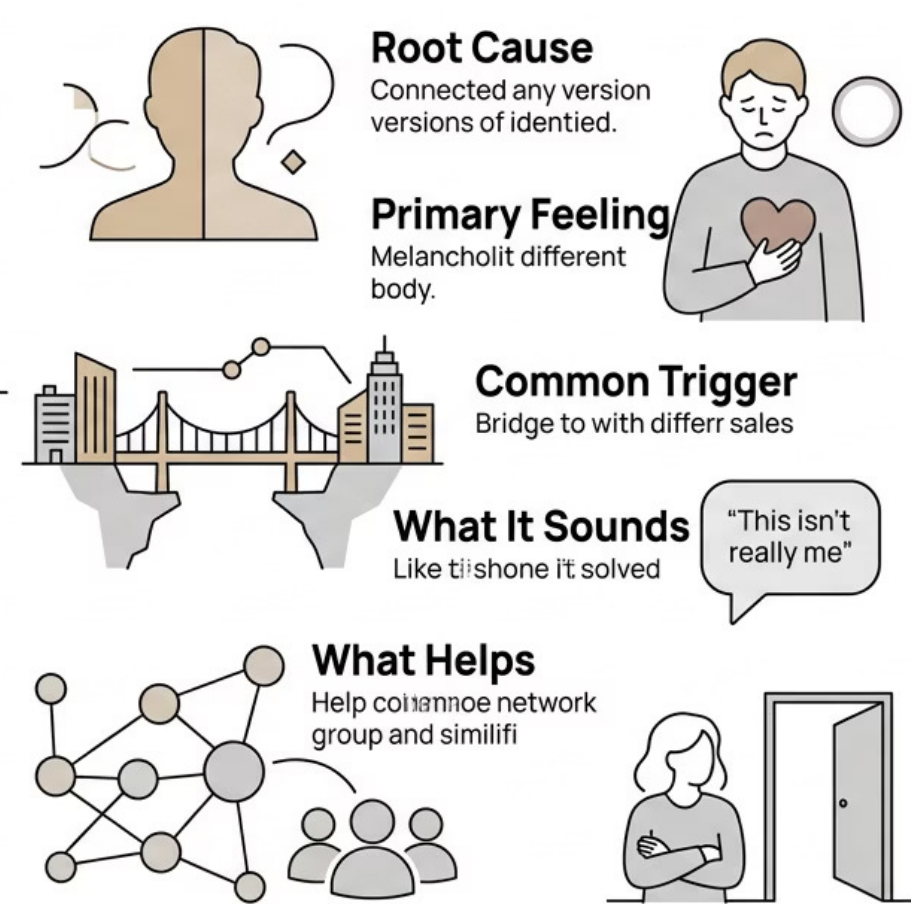
Imposter Syndrome vs. Identity Threat: Know the Difference

These two experiences are frequently conflated — and the confusion leads to poor interventions. Imposter syndrome and identity threat feel similar from the inside, but they have different roots, different triggers, and critically, different solutions. Misidentifying which one you're experiencing means applying the wrong fix and staying stuck.

IMPOSTER SYNDROME



IDENTITY THREAT



⚠️ If you find yourself saying "I don't deserve this" — that's often imposter syndrome. If you find yourself saying "this isn't who I am" — that's identity threat. Both are addressable, but they require different strategies. Don't let either go unnamed.

Identity Bias Detection Checklist

Use this checklist before making any significant career decision — a job application, a promotion conversation, a pivot, a negotiation. Run through it quickly (5 minutes) and notice which items trigger a strong reaction. Strong reactions are data points worth examining.

Before Applying for a Role

- ☐ I'm skipping this application because I don't "look like" the typical person in this role
- ☐ I'm assuming I need more credentials before I'm ready, without checking the actual requirements
- ☐ I've decided this industry "isn't for me" based on who I've seen in it, not on my actual fit
- ☐ I'm worried about what my family or peer group will think if I pursue this
- ☐ I'm self-editing my application to sound less ambitious than I actually am
- ☐ I'm avoiding the role because I can't picture myself in it — not because I lack the skills

Before a Salary Negotiation

- ☐ I'm asking for less because "someone like me" doesn't typically earn that amount
- ☐ I'm worried negotiating will make me seem arrogant or out of place
- ☐ I've accepted a lowball offer to avoid the discomfort of asserting my worth
- ☐ I'm anchoring my ask to what my peer group earns, not what the market pays

Before a Career Pivot

- ☐ I'm hesitating because I've invested so much in my current identity label
- ☐ I'm worried I won't be taken seriously in the new field because of my background
- ☐ I'm waiting for permission (from a mentor, family, or employer) that I don't actually need
- ☐ I'm catastrophizing the "starting over" narrative without evidence it's true
- ☐ I'm delaying the pivot until I feel "ready" — a feeling that may never arrive without action

Before a Promotion Conversation

- ☐ I'm assuming I need to be asked rather than advocating for myself proactively
- ☐ I believe the next level is for a "different type" of professional than me
- ☐ I'm downplaying my achievements to avoid standing out
- ☐ I haven't had the conversation yet because I'm not sure I belong at that level

 A pattern of checked boxes in any one category reveals where your most active identity bias currently lives. That's your starting point for the work in the next section.

The Awareness–Application–Mastery Framework

Transforming identity-driven career bias from an invisible constraint into a manageable, navigable force happens across three distinct developmental stages. This framework is not a one-time exercise — it's a progression you'll move through repeatedly, at different speeds, for different identity dimensions. Understanding where you are in each stage prevents both premature self-congratulation and unnecessary self-criticism.



Stage 1: Awareness

You can see the bias operating. You recognize the pattern — the avoidance, the self-selection, the inherited narrative — but it still has strong emotional pull. At this stage, you're building vocabulary and self-observation skills. The primary tool is reflection: journaling, guided questions, frameworks like the ones in this guide. Success at this stage looks like being able to name the bias in real time, even if you still act on it sometimes.



Stage 2: Application

You can interrupt the bias in action.

You catch yourself mid-decision, pause the automatic response, and deliberately consider alternatives. This stage requires structured decision-making protocols, accountability partners, and consistent practice. It's cognitively effortful and emotionally uncomfortable — that discomfort is a sign it's working. Success at this stage looks like making at least one identity-challenging career decision per quarter that you previously would have avoided.



Stage 3: Mastery

You can design decisions proactively to account for bias.

Your default decision-making process now includes identity-checking as a built-in step. You anticipate where bias is likely to distort your thinking before decisions arise. You help others recognize these patterns. Success at this stage looks like consistently expanding your career option set, advocating for your value without identity-based hesitation, and modeling bias-aware decision-making for your team or peers.

Stage-by-Stage Action Toolkit

Each stage of the Awareness–Application–Mastery framework requires different tools. Use this reference guide to identify which tools are most relevant to where you are right now — and to plan what you'll need as you develop.

Awareness Tools

- The Identity Landscape Worksheet (Section 6 of this guide)
- The Identity Bias Detection Checklist (Section 10)
- Daily identity-noticing journaling (5 minutes, end of workday)
- Reading counter-narrative biographies
- Mapping your reference group (Section 8 framework)
- Naming the bias out loud to a trusted colleague

Application Tools

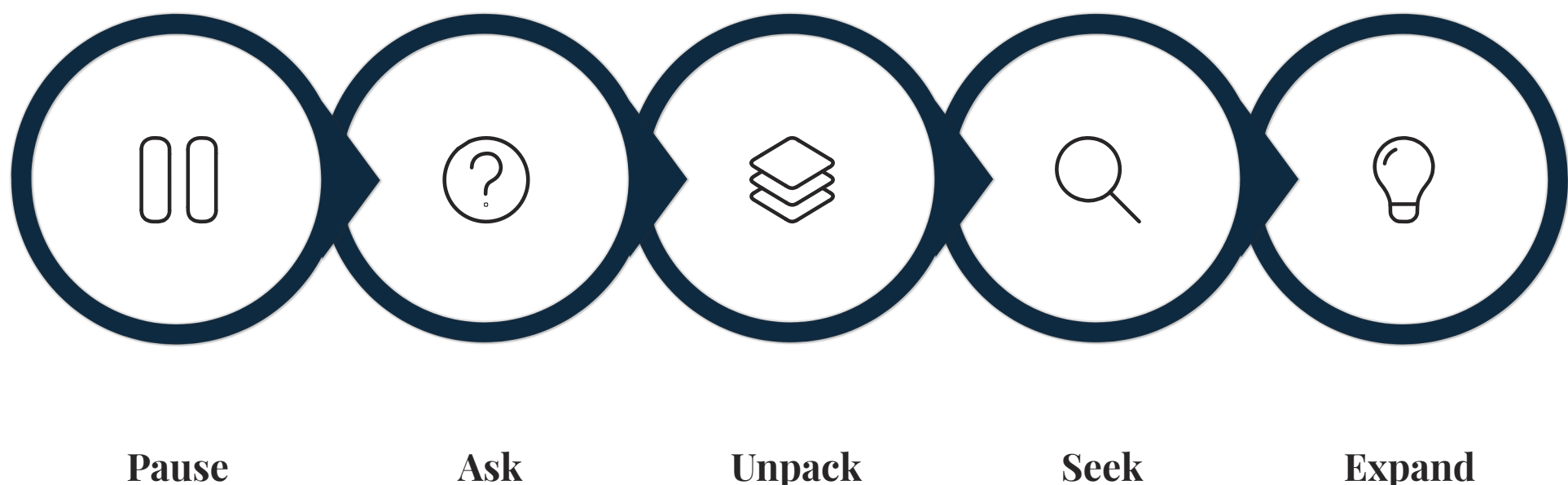
- The PAUSE Protocol (Section 13 of this guide)
- Monthly career decision review sessions
- Accountability partnerships with a peer or coach
- The "Skills Evidence" exercise before any application
- Deliberately applying for one "stretch" role per cycle
- Negotiation scripting and rehearsal

Mastery Tools

- Building a personal decision audit practice
- Mentoring others through identity-bias conversations
- Creating an expanded professional reference portfolio
- Quarterly aspirational identity recalibration
- Proactive bias-checking built into your career planning cycle
- Advocacy for inclusive hiring in your organization

The PAUSE Protocol: Interrupting Bias in Real Time

When you're in the middle of a career decision — and identity bias is distorting your thinking — you need a fast, reliable interruption technique. The PAUSE Protocol is a five-step mental checklist designed to take under three minutes and applicable to any career decision moment, from reading a job description to sitting in a promotion conversation.



The PAUSE Protocol works because it doesn't try to eliminate bias — it simply inserts a deliberate cognitive step between the identity trigger and the decision. This gap is where agency lives. The protocol is designed to be used in the moment, not in retrospect. Practice it first on lower-stakes decisions (which career articles to read, which events to attend, which people to connect with) so it becomes automatic before you need it for high-stakes moments.

The most powerful step is **U — Unpack the identity layer**. Most professionals skip this step because it requires honest vulnerability: "What part of my identity is being threatened by this option?" That question, answered honestly, usually reveals the bias by name. Once named, it loses much of its automatic power over your decision.

Quick Reference Card

P — Pause & notice

A — Ask the evidence question

U — Unpack the identity layer

S — Seek a counter-example

E — Expand your option set

Practice daily. Internalize in weeks.

Real-World Application: Three Career Scenarios

Abstract frameworks only become useful when you can see them applied to situations that feel familiar. Below are three career scenarios drawn from composite real-world experiences of working professionals navigating identity-driven career biases. For each, identify the bias at work, the intervention used, and the outcome.

Scenario 1: The "Non-Technical" Product Manager

Situation: Maya, 32, has 7 years of product experience in consumer apps. She keeps seeing senior PM and Director-level roles at AI companies and self-eliminates without applying, telling herself "I'm not technical enough — that's not who I am."

Bias identified: Role Schema Rigidity + Identity Foreclosure. Maya's self-concept as a "non-technical PM" is filtering out roles her actual skills qualify her for. The AI companies she's avoiding hire PMs specifically for product judgment, stakeholder management, and user insight — her core strengths.

Intervention: Maya used the PAUSE Protocol, unpacked the identity layer, and ran a Skills Evidence exercise: listing every technical collaboration, data analysis, and cross-functional decision she'd made in the past 18 months. The evidence contradicted the belief.

Outcome: Applied to 3 AI company roles, received 2 interview invitations. Now building her aspirational reference group with technical PMs who transitioned from non-engineering backgrounds.

Scenario 2: The First-Gen Professional and the Negotiation Floor

Situation: David, 28, receives a consulting offer \$12K below what comparable roles pay. He accepts it immediately, feeling that pushing back would seem "ungrateful" and that people from his background "don't negotiate."

Bias identified: Social Identity Anchoring + Legacy Loyalty Bias. David's socioeconomic background has set an implicit ceiling on what he considers appropriate to ask for, and his fear of appearing ungrateful is a cultural inheritance — not a professional reality.

Intervention: A career coach helped David separate identity from market data. He ran a Reference Group Audit and found professionals from similar backgrounds who negotiate standard compensation packages routinely. He scripted a negotiation response using factual market comparables.

Outcome: Countered the offer; received \$8K raise and additional PTO. The negotiation took 4 minutes. The identity work took 2 weeks — and was worth every minute.

Scenario 3: The Manager Who Won't Go Sideways

Situation: Priya, 41, is a marketing director who has been approached about a cross-functional operations role that would broaden her executive leadership exposure. She declines because "I'm a marketer — that's not my identity. Going sideways feels like going backwards."

Bias identified: Role Schema Rigidity + Identity Foreclosure. Priya is conflating her functional label with her professional value and future potential — and using the identity label to rationalize avoiding a strategic risk that could actually accelerate her path to the C-suite.

Intervention: Priya worked through the Aspirational Identity section of the worksheet, mapping where she wanted to be in 10 years. Her answer — "a CEO or COO" — directly contradicted her decision to stay functionally siloed. The logic of her own goals dismantled the justification.

Outcome: Accepted the operations role. Within 18 months, she was on the shortlist for Chief of Staff — a role she'd previously considered "not for someone with my background."

Common Mistakes Professionals Make — and How to Fix Them

Even well-intentioned professionals with genuine self-awareness make predictable errors when trying to navigate identity-driven career biases. Naming these mistakes clearly is itself a form of bias reduction — because many of them are errors you're currently making without realizing it.

Common Mistake	Why It Happens	The Fix
Treating identity beliefs as facts	Identity schemas feel like direct perception, not interpretation	Run a Skills Evidence exercise to separate belief from data
Waiting to feel "ready" before acting	Identity threat creates readiness anxiety as a protective mechanism	Define "ready" in measurable terms, then act before you're ready
Using peer comparison as a ceiling	Social proof anchoring makes your reference group's ceiling feel like your ceiling	Run a Reference Group Audit and actively expand your comparators
Conflating industry with identity	Years in one sector create functional identity fusion	Build a skills-based professional narrative separate from your current title
Seeking permission instead of gathering evidence	Legacy Loyalty Bias and Belonging Uncertainty drive approval-seeking	Replace "does this feel allowed?" with "what does the evidence support?"
Catastrophizing "starting over" narratives	Identity threat amplifies the perceived cost of change	Map actual transferable skills; identify what carries forward, not just what's lost
Applying the wrong fix to the wrong problem	Confusing imposter syndrome with identity threat leads to mismatched interventions	Use the Imposter Syndrome vs. Identity Threat comparison (Section 9)

Building a Bias-Resistant Career Decision Practice

Long-term bias reduction isn't about eliminating identity — it's about building a career decision practice that systematically accounts for identity's influence. The professionals who navigate this most effectively are not those who've transcended bias (no one does), but those who've institutionalized self-checking as a routine professional habit.

Weekly (5 min)

End-of-week identity-noticing check: "Did I avoid any decision this week that felt identity-threatening? What was it, and what would I have done if identity weren't a factor?"

Quarterly (2 hrs)

Aspirational identity recalibration: Revisit your worksheet answers from Section 6. Update your reference group. Identify one identity-challenging action to take in the next 90 days.

1

2

3

4

Monthly (30 min)

Career decision review: Run the Identity Bias Detection Checklist against any significant career move you're considering. Note which bias categories are most active.

Annually (Half-day)

Full career audit: Map the decisions you made in the past year against the six bias categories. Where did identity constrain you? Where did bias-awareness expand your choices? Plan deliberately for the year ahead.

- ✓ The goal is not perfection — it is **progressively expanding the range of career options you seriously consider**. Each time you catch and correct an identity-driven constraint, that range widens. Over 12 months of consistent practice, the compounding effect on your career trajectory is significant.

Your 30-Day Identity Bias Action Plan

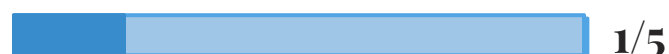
This structured 30-day plan moves you from reading to doing. Each week builds on the last, taking you from initial awareness through to your first identity-challenging career action. Treat this as a minimum viable commitment — a foundation, not a ceiling.

Week 1: Awareness Days 1–7 • Complete the Identity Landscape Worksheet (Section 6) • Run the Identity Bias Detection Checklist on a current decision (Section 10) • Identify your 2 most active bias categories • Name one career move you've been avoiding for identity reasons • Read one biography of a professional who crossed the identity line you're facing	Week 2: Analysis Days 8–14 • Run the Reference Group Audit framework (Section 8) • Identify 5 professionals with similar backgrounds who've exceeded your current ceiling • Use the Imposter Syndrome vs. Identity Threat comparison (Section 9) on your avoided career move • Complete a Skills Evidence exercise: list 20 concrete achievements from the past 3 years • Share your identity landscape map with one trusted peer or mentor
Week 3: Application Days 15–21 • Practice the PAUSE Protocol on 3 small daily decisions (Section 13) • Write a new professional narrative paragraph that's skills-based, not title-based • Apply the PAUSE Protocol to the career move you identified in Week 1 • Set up a monthly career decision review ritual (calendar block it now) • Identify and reach out to one person in your expanded reference group	Week 4: Action Days 22–30 • Take one identity-challenging career action (apply, negotiate, reach out, propose) • Document what happened — regardless of outcome — as your first evidence data point • Complete your first quarterly aspirational identity recalibration • Commit to the Bias-Resistant Career Decision Practice cadence (Section 16) • Share this guide with one colleague who would benefit from it

SELF-EVALUATION

Self-Evaluation: Where Are You Now?

Use this quick self-evaluation at the end of this guide — and again in 90 days — to track your development across the core competencies addressed here. Rate yourself honestly on a 1–5 scale. This is a baseline, not a judgment.



Identity Awareness

I can name the specific identity beliefs that most influence my career decisions



Bias Recognition

I can identify which of the 6 identity biases are most active in my current decisions



Real-Time Interruption

I can pause and evaluate a career decision before identity bias determines the outcome



Reference Group Expansion

I actively seek professional role models who exceed the implicit ceilings in my social reference group



Action Despite Discomfort

I regularly take career actions that feel identity-challenging but are strategically sound

Fill in your actual current score for each dimension. Return to this evaluation at the 30-day mark (after completing the action plan) and again at 90 days. Track movement, not perfection. Any upward shift across these dimensions represents a meaningful expansion of your career agency.

QUICK REFERENCE

Quick Reference: The Complete Toolkit at a Glance

This page is designed to be saved, printed, or bookmarked as your go-to reference when you're in the middle of a career decision and need a fast orientation. Every framework, protocol, and tool in this guide is indexed here.

The 6 Identity-Driven Career Biases

1. Identity Foreclosure
2. Stereotype Threat Avoidance
3. Social Proof Anchoring
4. Role Schema Rigidity
5. Belonging Uncertainty
6. Legacy Loyalty Bias

The PAUSE Protocol

- **P** — Pause & notice the decision moment
- **A** — Ask the evidence question
- **U** — Unpack the identity layer
- **S** — Seek one counter-example
- **E** — Expand your option set

Three Developmental Stages

- **Awareness** — See the bias operating
- **Application** — Interrupt the bias in action
- **Mastery** — Design decisions proactively

Key Frameworks

- Identity Landscape Worksheet (Section 6)
- Reference Group Audit (Section 8)
- Imposter Syndrome vs. Identity Threat Comparison (Section 9)
- Identity Bias Detection Checklist (Section 10)
- Stage-by-Stage Action Toolkit (Section 12)
- Bias-Resistant Career Decision Practice (Section 16)
- 30-Day Identity Bias Action Plan (Section 17)

Practice Cadence

- **Weekly** — 5-minute end-of-week identity check
- **Monthly** — 30-minute career decision review
- **Quarterly** — 2-hour aspirational identity recalibration
- **Annually** — Half-day full career audit

 Return to this guide at every major career crossroads. The frameworks apply equally to job searches, promotions, pivots, and negotiations.

KEY TAKEAWAYS

Summary: What You Now Know — and What to Do Next

You've just worked through one of the most underexplored dimensions of professional development: the relationship between identity and career decision-making. The insights here are not theoretical — they are immediately applicable to the decisions in front of you right now, whether that's an application you've been avoiding, a negotiation you've been deflecting, or a pivot you've been postponing.

→ Identity drives career decisions invisibly

The six identity-driven career biases — from Identity Foreclosure to Legacy Loyalty Bias — operate below conscious awareness and distort the option set you consider. Naming them is the first act of professional agency.

→ Social identity sets implicit ceilings — which can be deliberately raised

Your reference group determines what feels possible as much as your actual capabilities do. Expanding that reference group is one of the highest-leverage career investments available to any professional.

→ Imposter syndrome and identity threat require different interventions

"I'm not good enough" and "this isn't who I am" are different problems. Misidentifying which one you're experiencing means applying the wrong solution and staying stuck longer than necessary.

→ Real-time interruption is a learnable skill

The PAUSE Protocol gives you a practical, fast tool for catching identity bias in the moment — before it determines the decision. Practice it on small decisions daily until it becomes automatic.

→ A bias-resistant career practice compounds over time

Weekly, monthly, quarterly, and annual self-checking rituals don't require enormous time investments. They require consistency. The compounding effect on career trajectory over 12 months is significant and measurable.

→ The goal is range expansion, not identity elimination

You are not trying to become a different person. You are trying to ensure that who you genuinely are — your capabilities, your values, your goals — is what drives your career decisions, not who you've been told you are, or who fear says you must remain.

Your career is not the sum of your identity constraints. It is the sum of the decisions you make once you can see those constraints clearly. **You can see them clearly now. Start there.**