



Management tool #B-13: ©

6 approaches to promoting from within:

'You can't grow your business without growing your people.'

Most businesses talk about the importance of creating a career path for their best people and promoting from within. But in my experience there are six approaches to promoting from within...and most of them are ineffective. Place an 'X' beside any of the following 6 typical approaches that sound most like your business.

- ☐ 1. We identify those with the talent and desire to take on additional responsibility and start training, coaching and encouraging them immediately. We help them develop management skills and experience, people skills, judgement and departmental financial planning and performance measurement. We expose them to new challenges and situations and we listen to their suggestions. Then, we promote them when they're ready and continue to coach, train, support, encourage and reward them.
- ☐ 2. We identify those with the talent and desire to take on additional responsibility. We promote them, as needed, and then train, coach and encourage them 'on the fly'.
- ☐ 3. We identify those with the talent and desire to take on additional responsibility. We promote them as needed and then let them figure it out on their own. They'll either sink or swim...and that's life.
- ☐ 4. We take talented 'doers' and promote them when an opening occurs, whether or not they're 'wired' or interested to be a manager. We assure them that it will all be fine and leave them to figure it out. Then, we fire them when they fail.
- ☐ 5. The person in the department with the highest seniority automatically gets promoted whether or not they have the ability and desire. Their lack of ability to do the job is irrelevant. The business culture, union contract or desire to be politically correct mandates this approach.
- ☐ 6. When there's a promotion available, a family member or the bosses 'favourite' will automatically get the job, regardless of ability.

Clearly, scenario #1 makes the most sense as a strategy to grow your business, your team and your bottom line. But, be honest, which one of these six approaches to 'promoting from within' sounds most like your business? If it's not #1, what changes need to be made and what action needs to be taken? Finally, who will take it the required action...starting when?