PROMOTION CHEAT SHEET · SCREENSHOT THIS

The 3 questions that decide your promotion

Your promotion is decided in a room you are not in. Leaders go beyond your day-to-day work. These are the questions I ask.

THE ROOM

Calibration room, a few years back. One candidate had great client delivery, growing revenue and a growing team. Everyone agreed on the promotion. Then one question about the juniors moved the decision.

THE 3 QUESTIONS

1 How do the juniors they manage describe working for them?

Results that come with late nights, burnout and attrition are a red flag.

DO THIS

> Every quarter, ask your team: “What is one thing I could change to make this team easier to work in?”

Deliver with your team, not at their cost.

2 What impact did they create outside their day to day?

A promotion is for bigger scope. Leaders look for impact beyond your own project.

DO THIS

> Pick one thing beyond your role each quarter: mentoring, a process fix, helping another team. Tell your manager: “I’d like to take on ___. Can we agree how it will count?”

3 What unique value do they bring that is hard to find elsewhere?

If someone else could do your job just as well, there is no urgency to promote you.

DO THIS

> Finish this line: “I’m the person people go to for ___.” Then ask your manager: “What would you say I’m known for?”

4 THINGS THAT QUIETLY COST YOU

Strong numbers, burnt-out team
Leaders hear it from the people below you.

Impact only inside your project
Show what you did for the wider organization.

Easy to replace
No clear skill people come to you for.

Nobody speaks for you
Make sure your manager can say your case in one line.

EVERY QUARTER, ASK YOURSELF

“If I am not in the room, what would my juniors, peers and leaders say about me?”



Sagar

Follow for more career growth and interview tips

@Define_Career @DefineCareer @define-career

Tried it? Reply & tell me 💬