BEST PRACTICES IN PROMOTION MANAGEMENT

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PERFORMANCE MANAGEMENT AND PROMOTIONS

A major pitfall in promotion processes is that companies value confidence over competence. This bias can fall along gender lines, but it can also affect other people. As a leader, you want to be recognizing and reward excellence in performance, not in self-promotion. Tying your promotion and talent mobility processes to the performance process can help make them more reliable – if you do it right.

1. **Start with transparency**: Employees should have a clear understanding of the timelines, criteria, and evaluations used to promote employees

2. **Incorporate feedback throughout the year:** Just like in annual reviews, managers need to avoid recency bias but looking at performance at a holistic level

3. **Leaders should be career coaches to their employees**: Regular development conversations should be happening throughout the year; if an employee isn't ready to be promoted, leaders should be able to have concrete conversations on skills gaps and needs

4. **Outline employee career paths in high volume roles**: Understanding levels of responsibility, leadership and other core competencies in a career matrix will help instill a sense of equity among employees. It also helps employees create their development plans to reach

5. **Be consistent:** Establishing fair, workable and consistently administered promotion policies and procedures

6. **Today's workplace isn't just promotions and upward mobility:** Employees may not always want or be ready for a promotion; make sure there are opportunities to learn and be rewarded in other formats. For instance, unique project opportunities might be interesting to employees, or highly specialized skills might need a pay scale that rewards expertise levels versus leadership titles.

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Best Practices

- ✓ Typically, promotion cycles are tied to formal evaluation cycles
- ✓ Sometimes, technical competency doesn't translate to being a great people leader. When moving employees into leadership roles, consider what they need to be successful in that role
- ✓ Have managers evaluate if the employee is ready to be promoted– this will help your talent planning.