



Everybody wants to get promoted, right?

Well, yes, and no.

It depends on what kind of promotion you're talking about.

In most organizations, the only path to promotion is entering the management track, and most people don't want to be managers.

It sets up this really unfortunate situation where you either have to stay where you are because you don't want to manage other people or you decide to take that promotion and you end up managing other people when you don't really want to. Neither of these options is great. This video focuses on how to be a little bit more creative and flexible so that you can create paths to promotion that your staff really want.

Because 60% of men and 71% of women say they're not interested in a leadership role.

Now those numbers might seem high initially, but when you think about it, the whole reason for these videos, the reason that you're here is that being in a leadership position is really hard and a lot of people don't want the responsibility and the challenge and frankly the headaches that come with supervising other people.

When we're creating a system that you can only move up in your organization by doing this thing that the vast majority of people don't want to do, you can see where that's a problem.

There are lots of reasons why people don't want leadership positions, but there are two main ones that come up again and again. The first is that they're quite satisfied in their current role and that's not a bad thing.

You want a team of staff that are really happy doing what they're doing. If some of them want to move on and move up, that's great.

If others want to stay where they are, that's great, too.

You want retention on your team. You want to hold on to that institutional wisdom.

You want people to be satisfied where they are.

The second major reason is a perception that is often true in reality. Taking on a leadership role means late nights, weekends, working all the time, burnout, all those things that can, shouldn't, don't have to, but can come along with the leadership role. And some people just don't want to sacrifice their current work-life balance.

It matters because just because people don't want to be managers doesn't mean they don't want growth. People want to continue learning and growing in their positions.



So how can you provide opportunities for them to do that if they're not interested in managing others?

Be the change in all that you do including how you provide paths to promotion for your team.

Be willing to break tradition and be flexible and creative with how you can create paths to promotion that don't include supervising others.

You can start as always by going to the source and finding out what your staff want.

This is an individual conversation with the different staff on your team about what their goals are and what they're trying to do.

Some of them undoubtedly will be interested in taking on leadership roles and most of them won't be but again, it doesn't mean they don't want to grow. It doesn't mean they don't want a new challenge or to take on new responsibilities and of course an opportunity to make more money. Find out exactly what they're looking for and what they want and see how you're able to provide it.

For that majority group that's very happy where they are and/or are not interested in supervising other people, how can you find ways to reward them and appreciate them and pay them when they're doing an amazing job?

Does it require in your opinion that they take on additional tasks and work before they can get that new title or paycheck or responsibility? Or is it in your opinion enough that they're doing their job really well?

I don't have an answer for you. You could make the argument either way, but it's important for you to determine that by giving somebody a bonus or a raise or a different title, what are you really trying to show by doing that?

Be creative and flexible.

You might be in an organization that welcomes these alternative paths to promotion or you might be in an organization that's really resistant to it.

Think about how to state your case if that's the position you're in about why it's important to recognize and respond to what people really want and why it's a good thing not to put people in management positions who don't want to be there.

We know the damage that is done when people are not effective managers- burnout, low morale, turnover, lost productivity and lost revenue and all of those negative consequences.

Know what you're talking about if you need to advocate for this new way of thinking. Work with your team and make sure you can back it up to the decision makers in your



organization about why this is really beneficial.

For those who do want to enter the world of management because of course there will be those as well, it's really helpful to prep them before they take on that role.

I already know and have full confidence in you that once your staff are leaders that you're going to give them the support training and coaching that they need but whenever possible it's really helpful to start building up those skills before they even take on that role, so that when they take on the role, they have that head start.

You're not playing a lot of catchup to give them all the things that they need to be successful in their new role. That it's been a slow build over time and that that build continues throughout their leadership journey. That they're not trying to figure it all out while they're doing it.

It's already a very challenging time the first time that you become a supervisor, so if you find out your staff are really interested in that, then how can you start to build up those tasks and those skills so that they're more prepared once they take on that role?

Think about your own path to promotion, where you are right now, and where you'd like to be. If you're happy in your organization, but you're not happy with their current path to promotion, is there an opportunity to talk to your decision makers and let them know that you're interested in sticking around but you're not interested in whatever that next level is?

Do you work for a supervisor in an organization that is open to that kind of conversation or are you not sure?

Is it just one way or the highway and if so, are you satisfied with that?

If not, is it time for you to start looking elsewhere?

What do you want your next steps to be whether it's at your current organization or outside of it?

So the most important question for you is, how will you create paths to promotion that your staff really want?