Employers are not rewarding strong performers for their past contributions; they are investing in their future contributions.

To get promoted, you have to offer the best future out of the available options.

If you’re more valuable where you are, you won’t be getting that promotion.

If it costs more to replace you than to hire someone else, they’ll hire someone else.

If you’re working on something that becomes unimportant, you’re at risk whether you are a strong performer or not. On the other hand, if you succeed with a project that is critical to advancing an organizational goal. That contribution will get noticed.

Irreplaceable people are never promoted. (examples on page 13 of the book)

To make yourself easily replaceable: document your job, train and develop your subordinates, cross-train your lateral colleagues to cover your position, pick a lieutenant and be sure she is ready to step into your shoes.

In case you’ve never thought about it, teaching is a critical executive skill. CEOs spend a lot of their time making presentations, giving speeches, conveying ideas, and arguing against bad thinking in the organization. They are teachers in the truest sense of the word. Teaching, training, developing, guiding, and mentoring your subordinates can be career-advancing practices.

Top 10 career points for the overly ambitious:
1. The world is set up for early birds.
2. It’s a fact that team players go far.
3. Know when to keep your mouth shut.
4. Its your client who writes your paycheck.
5. Sales matters in everything.
6. Don’t waste energy trying to figure out how you’re getting screwed.
7. Understand rush season.
8. Demonstrate passion.
9. Manage your review process.
10. Find your guardian angel.

It’s not how wonderful you are. It’s who knows you are wonderful.

Ways to get noticed higher up the food chain:
1. Write well.
2. Speak well.
3. Present well.
4. Travel.
Career Advancement: Tips from Who Gets Promoted, Who Doesn’t, and Why


5. Volunteer for everything.
6. Nail a special project.
7. Put in the hours.
8. Deliver the goods.
9. Watch your credentials- constantly improve your skills.
10. Watch out for the Christmas party, or any party.
11. Praise others- spread the credit.
12. Dress professionally.
13. Be ready at all times.
14. Develop a leadership demeanor.
15. Hygiene matters.
16. Avoid thankless tasks.

All business is sales. Your ability to sell your skills and your potential determines how you are perceived and creates your long-term success. 6 things matter:

1. Attitude.
2. The ability to think like someone else.
3. The ability to prepare for a meeting.
4. Persistence.
5. The ability to overcome objection to get to “yes”.
6. Creativity of message.

Create an ascension plan:

1. Select specific job titles you would like to get next.
2. Create a logical plan to obtain the skills necessary.
3. Create a realistic self-promotion plan to sell yourself as ready and available for such roles.
4. Create a feasible plan to replace yourself and exit gracefully from your current assignment.
5. Prepare for all triggers and contingencies that drive each part of the plan.

Give your boss the information that matters.

Do not be the source of surprises.

Bring solutions when you bring problems.

A young person with several mentors in an organization is practically bulletproof.

Proteges should also try to do favors for their mentors because being useful creates a bond.

Because it is neither good to be feared nor beloved, the best management style is to be well liked.

You have to make friends before you need them.