Welcome!!

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WHY AM I NOT GETTING PROMOTED?
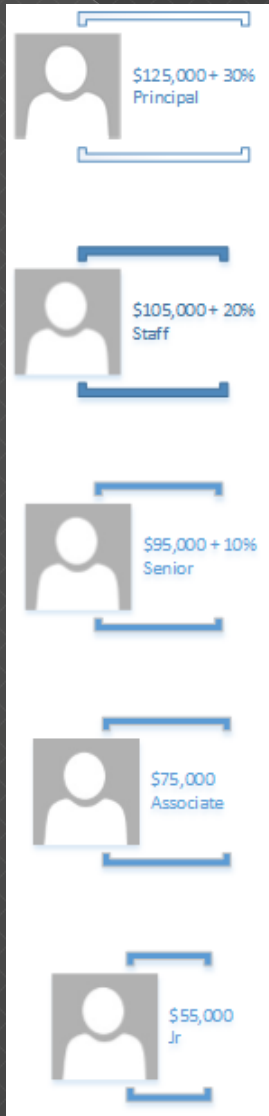
Some technical career ladder guidance

What this is

- A realistic picture of the world
- Best technical career ladder explanation I could aggregate and review with limited time
- Some guidance
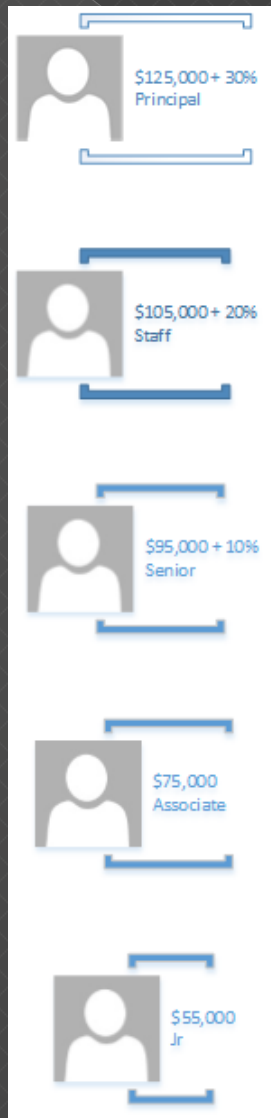
The real world

My experience

$125,000+ 30%
Principal

$105,000+ 20%
Staff

$95,000 + 10%
Senior

$75,000
Associate

$55,000
Jr

1 – 2

5 - 10

< ----25---- >

5 - 10

1 – 2

Company hierarchy (~50)

$125,000+ 30%
Principal

$105,000+ 20%
Staff

$95,000 + 10%
Senior

$75,000
Associate

$55,000
Jr

1 – 2

5 - 10

10 - 40

Senior to Staff is <u>HARD</u>

- Early success in a way is killer
- Jr -> Associate -> Senior (typically fast)
- *Then your stuck*
  - › You write clean code
  - › You architect code and systems
  - › You "DevOps" and automate everything you can
- You are good at what you do.

You can make a good living at Senior

- $95, 000 + 10% = $104,500
- After 10 years at 3% merit

- $127,627 + 10% = $140,439
- After 20 years with continued 3% merit
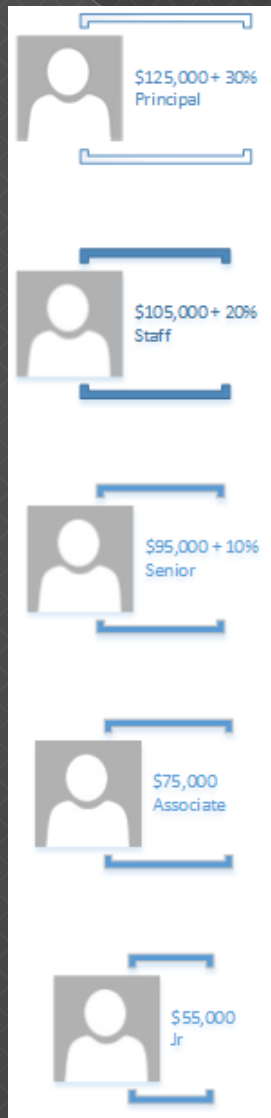
- $171,580 + 10% = $188,738

One flaw…

- Job grades have min-max range.
- Therefore, the previous slide is un-realistic
- Job grade most likely peaks around ~$125,000 - $130,000
- That's still pretty damn good.

Detailed Career Ladder

My sources:

- Competencies -> UC Davis
- Further Explanations -> Charles Iliya Krempeaux
- Mentors and peers along the way

Sample Job Classes

$125,000+ 30%
Principal

$105,000+ 20%
Staff

$95,000 + 10%
Senior

$75,000
Associate

$55,000
Jr

MEANINGFUL ACCOMPLISHMENTS

↑

SHAPE

↑

MASTER

↑

DO

↑

LEARN

Jr Detailed Behaviors

Competency	Level	Behaviors
Teamwork	Learn	• Contributes to team discussions through effective dialogue & debate • Welcomes exposure to cross-functional teams • Actively supports other team members
Strategic Thinking	Learn	• Displays curiosity about technology, the industry, and competitive knowledge
Inspiring, Motivating and Engaging	Learn	• Begins to Identify the interests and motivations of others • Connects own Gs&Os to the team's commitments
Influential Communication	Learn	• Improves ability to write and speak concisely and professionally • Actively listens to ensure understanding • Accepts feedback from others
Execution and Accountability	Learn	• May seek advice, but increasingly makes decisions in the best interest of the team • Completes assigned tasks on time, within budget, and with high quality • Requires guidance from others to prioritize and plans tasks
Business Acumen	Learn	• Considers how own actions impact business goals • Seeks to understand customer needs and how personal deliverables impact the needs
Attract and Develop Talent	Learn	• Shares own experiences and best practices with team members
Adapt and Lead Change	Learn	• Strives to understand the value of change both individually and to an organization. • Welcomes opportunities to participate in change efforts

Associate Detailed Behaviors

Competency	Level	Behaviors
Teamwork	Do	• Finds opportunities to celebrate individual and team accomplishments • Excels in own deliverables to enable team success • Builds a sense of trust and commitment in dialogue with colleagues, teams, and leadership
Strategic Thinking	Learn	• Can independently align goals with long-term objectives of the organization • Displays curiosity about technology, the industry and competitive knowledge
Inspiring, Motivating and Engaging	Do	• Speaks to the needs, values and interests of others • Personally checks in with team members to demonstrate personal commitment to their success
Influential Communication	Do	• Translates complex and/or ambiguous information into clearly defined problems • Presents information in language appropriate to the audience • Listens reflectively and non-judgmentally to diverse points of view
Execution and Accountability	Do	• Makes decisions that are timely and concrete when faced with difficult issues • Takes independent responsibility for deliverables and compliance • Identifies and escalates project risks (critical path items, technical issues, conflicting priorities, etc.)
Business Acumen	Do	• Looks for opportunities outside of team to leverage other functions' best practices and expertise • Implements strategy with full understanding of business, market, and customer needs • Articulates how personal deliverables impact customer needs
Attract and Develop Talent	Do	• Participates in recruiting activities for the team • Identifies and seeks individuals to become part of the team • Actively mentors and trains others • Ensures team members feel appreciated and that their work adds value
Adapt and Lead Change	Do	• Actively seeks out opportunities to be involved in new initiatives • Responds to change with acceptance and understanding • Builds contingencies into plans and programs • Feeds intellectual curiosity and transforms ambiguity into problems and solutions

Senior Detailed Behaviors

Competency	Level	Behaviors
Teamwork	Do	• Assists others in arriving at mutually satisfactory solutions (even on contentious issues) • Participates in initiatives outside the direct sphere of influence at higher business level • Removes organizational barriers to teamwork and cooperation • Willingly and proactively works across boundaries • Willingly accepts responsibilities outside comfort zone to fill gaps when required
Strategic Thinking	Do	• Recognizes risk and implication that would result from a particular decision or action • Anticipates issues and makes adjustments to plans as appropriate • Leverages knowledge in the context of business, market, industry, and competitive landscape
Inspiring, Motivating and Engaging	Do	• Speaks to the needs, values and interests of others • Personally checks in with team members to demonstrate personal commitment to their success
Influential Communication	Master	• Gives clear, understandable instructions and guidance to others • Targets the right communication at the right time • Synthesizes diverse perspectives to create a shared understanding • Recognizes and proactively reduces team dysfunction
Execution and Accountability	Master	• Makes timely, clear, accurate decisions when faced with ambiguity and/or complexity • Ensures that there are clear priorities for the team • Uses expert knowledge in project reviews to identify and/or drive best practices and contingency plans • Consistently executes and delivers with 'get it done' attitude
Business Acumen	Master	• Actively builds teams and connection points by identifying mutual purpose and removing obstacles • Translates and communicates business direction and implements technology initiatives
Attract and Develop Talent	Do	• Identifies and seeks individuals to become part of the team • Actively mentors and trains others • Ensures team members feel appreciated and that their work adds value
Adapt and Lead Change	Do	• Actively seeks out opportunities to be involved in new initiatives • Responds to change with acceptance and understanding • Builds contingencies into plans and programs

In general a Senior

- High level task, completely & independently work on it and finish it.
- Strong understanding of SDLC's
- Capable of production support
- Clean code, automates everything possible
- Knows architecture "-ilities"
- Capable of working with vendors

Staff Detailed Behaviors

Competency	Level	Behaviors
Teamwork	Shape	• Proactively Improves team effectiveness through modeling and mentoring in the areas of commitment and accountability. • Encourages cross-team integration and cooperation across the organization • Establishes a culture of sharing technology processes and infrastructure
Strategic Thinking	Master/Shape	• Translates emerging trends into business and technology recommendations • Considers the broader opportunities and challenges of the organization • Can understand complex trade-offs and establish sound strategies
Inspiring, Motivating and Engaging	Master/Shape	• Proactively and effectively communicates widely to all levels and personalizes messages to the audience • Develops strategy and uses storytelling to personally connect individuals to the organization's purpose • Empowers team members to make their own decisions, act independently, and grow • Effectively leads and inspires teams toward high performance
Influential Communication	Shape	• Uses roadmaps and knowledge to influence organization and business strategy • Uses customer perspective to drive decisions and actions • Proactively and effectively communicates up and across organizations
Execution and Accountability	Shape	• Consistently breaks down barriers to progress • Establishes and inspires a 'get it done' attitude from others • Makes tough decisions in which the interests of the organization supersedes the interests or concerns of individuals • Identifies and champions internal/external best practices, tools, and ideas to improve execution and quality • Communicates and demonstrates a shared sense of urgency
Business Acumen	Shape	• Works with other functions to co-develop strategies to enable business success
Attract and Develop Talent	Master/Shape	• Promotes and/or celebrates the technical and professional achievement of others; provides visibility of others • Engages in meaningful career development discussions with others • Leverages networks to identify potential candidates
Adapt and Lead Change	Master	• Challenges team and dedicates resources to innovation and change activities • Anticipates internal/external dynamics and positions team to respond quickly

In general a Staff

- Promoter of the industry (psbly company)
- Dedicate time outside of work
- Can lead a team of 3 – 7 people
- Spends a non-trivial amount of time mentoring & teaching others
- Heavily involved in recruitment/hiring
- Trusted to interact with customers
- True professional and respected
  - › Their presence, they are well-spoken
  - › People stop and listen, they have influence

Staff are truly elite people

- Are held to a different standard
- These are the people you look up to
- Their impact is felt often
- Their absences are noticeable

- *Might not be Sidney Crosby but are definitely at Kris Letang's level*

A Principal

- Industry accomplishment
  - > Often they are "Lifers"
  - > They built the damn thing you are working on
- Can hold their own around C-Level folks
- Create new work for themselves and have a vision
- Company cannot do without them
  - > Not for just technical reasons
- Write blogs, tweets, whitepapers that people actually read
  - > Influence outside the company

My guidance

Here's where I give you advice you didn't ask for!

Job hopping isn't good for career ladder growth

- Find something worth doing and see it through
- Influence and industry accomplishments take time (A LOT OF TIME)
- Personal experience, "Chief Architect", "Principals" very often hired from internal candidates

Know what you want, set realistic expectations

- If working on a lot of different projects is your thing, that's okay!
  - You'll probably plateau at Senior and arguably deserve to be Staff
  - You'll live an exciting professional life
- If you do honest introspection and you don't consider yourself elite
  - Do you want to be?
  - Do you want to impact an industry or just want the title & money?

So how do I get promoted?

- That's the wrong question. The goal ->
  - › Position yourself well so that when an opportunity presents itself, you are prepared to move up and have a proven track record
- When does an opportunity present itself? (Business need)
  - › New feature/product introduction that requires experienced folks
  - › Opening left by resignation, only if that person was considered a good performer
- Know where you stand. Ask your manager.