







Climbing the Ladder

This lesson explains how to steer your career in the direction of professional growth. As you grow within your organization, your financial compensation grows alongside, and you may not feel a need to switch employers based solely on financial prospects.

If you are doing well at your current position, like your company, and see promising growth prospects, it may very well be wise to remain fully invested and committed to your job. You will come across individuals who joined Big Tech for their first job, put blinders on, and remained laser-focused on their jobs, eventually rising through the ranks to the highest echelons of leadership within the same company in a matter of a few years. Switching jobs is not always frictionless and accompanies overhead. In retrospect, too many zigzag career moves may prove to be short-sighted.



You may find more satisfaction and earn just as much or even more staying put at one job. Finally, there is only so much job-hopping you can do in search of more dollars. It is easy to switch jobs early in your career when you have the time and energy for the arduous ramp-ups at each new place you go to. Eventually, changing jobs becomes harder and harder, especially later in one's career. At this juncture, it is generally better to seek and aspire for promotions within the company. Though in most cases, you will not experience the same compensation increase as you would when changing jobs. Nevertheless, a few promotions in, you will see RSUs and bonuses stack-up and likely add up to more than a job switch.

Remember that promotions within a company are looked at very favorably in one's career. The crux of getting promoted is the impact that you create within your team or across the entire organization. As you climb the corporate ladder, you are expected to create an increasingly significant impact. At the most junior level, an entry-level engineer may get promoted for scripting manual tests or DevOps tasks saving the team a few hours every week. At the VP (Vice President) level, a tech-executive may be responsible for the successful delivery of a new product that adds several hundred million dollars to the top line of a company. Projects that are starting afresh or core teams within a company may offer opportunities for one to create meaningful impact. There are also other factors involved when working towards getting promoted, including luck, but if we were to summarize in one word the key to getting promoted, that would be **impact**. Following are some salient points to consider when you are chasing growth and promotions.

• Visibility matters. The more visible you are to the leadership, the better. Pick projects and tasks that are critical for the team's and the company's success. Come calibration time, it will be much easier for your manager to advocate for your promotion, or a higher performance rating, with her peers if they are already aware of the utility of your work.



- Projects spanning multiple teams are generally more impactful than projects not crossing team boundaries.
- Express your desire to be promoted with your manager and ask what competencies you need to demonstrate to move to the next level. Set tangible goals to achieve in conjunction with your manager. Make sure your progress is both measurable and trackable, and your manager is kept aware of it. As an example, a goal can be "simplify the build

process and reduce build time by half". Note that we can easily determine if this goal was achieved or not, whereas a goal like "increase team's efficiency" is very open-ended and vague. If your manager sets abstract and loosely-defined goals, it is likely that the goal post will be moved come the review cycle and the promotion will be denied that much more easily.

- Well-funded teams, core teams, revenue-generating teams, teams
 working on new company-defining products, and teams working on the
 executive team's vision are all good places to seek growth.
- A growing company or team will always offer far more opportunities for professional growth than a stagnant tech giant or team. For instance, cloud divisions in all the tech giants, machine learning and AI teams are all attractive places to be at to seek professional growth.

