

## Strategy Call Summary

### Your Current Situation

Current Role:  
Senior Quality Engineer (IC)

Time in Role:  
~2 years

Company:  
Electric Hydrogen

Goal:  
IC → Engineering Manager

### The Core Challenge

You've consistently been **the most technically sound person in the room**—every company has acknowledged your strong technical skills. But despite this:

- ✗ You've struggled to get **buy-in from decision-makers**
- ✗ At BETA Technologies, you managed 8-10 people and drove all Quality activities, but were denied the Director of Quality title (told you were "too young")
- ✗ At Electric Hydrogen, your FMEA expertise was overruled by a less technical colleague who was better at "having discussions"—and now you have to execute HIS plan
- ✗ You keep hearing "titles don't matter at startups" when you push for advancement

## 💬 Communication Gap Identified

### ✓ Strong At:

Work-related conversations—you can talk about technical topics easily and confidently

### ✗ Struggle With:

Personal, non-work conversations—building rapport with managers and skip-levels feels awkward

→ This is exactly what we'll address with role-playing exercises in our sessions

## 💡 The Insight

You're experiencing what I call the **"Invisible Expert Trap"**—you're doing Director-level work, you're the most knowledgeable person in the room, but the people making promotion decisions don't see it because:

1. Your value isn't being communicated upward effectively
2. Decision-makers have stronger relationships with less qualified people
3. You're winning the "technical argument" but losing the "political game"

**The Accelerate Path is designed specifically for this situation.**

## 📅 The Plan Moving Forward

### The 21-Day Promotion Acceleration Blueprint

**3 × 90-minute 1-on-1 sessions over ~21 days**

Each session includes **20 minutes of live mock practice** where you choose what you want to practice.

**NOW**

#### Pre-Session 1 Materials

"The Quick Win Package" — Feel the value before we even meet

**Week 1**

#### SESSION 1: The Visibility Activation

Break the "invisible expert" pattern. Skip-level strategy. Echo Email system.

**Week 2**

#### SESSION 2: The Promotion Conversation Mastery

How to ask for promotion. Handle objections. Gap Analysis Contract.

**Week 3**

#### SESSION 3: Soft Skills Mastery & Implementation

Influence without authority. Technical translation. 90-day action plan.

### ✓ What You'll Walk Away With

- ✓ A complete Visibility Strategy with skip-level meeting scheduled
- ✓ A Gap Analysis Contract with your manager
- ✓ Practice building rapport in non-work conversations (role-play)
- ✓ A fully documented Evidence Arsenal with impact-measured accomplishments
- ✓ Scripts for promotion conversations and objection handling
- ✓ A 90-day implementation roadmap

## 📁 Pre-Session 1 Materials

"The Quick Win Package" — Feel the value BEFORE our first call



### 1. The Green Light Audit™ Self-Assessment

Determine if you're ready for visibility tactics

**What it is:** A self-assessment that evaluates your current role mastery, performance review history, and manager relationship signals. It tells us if you have a "green light" to pursue visibility and promotion tactics—or if there's foundation work needed first.

**Why it matters for you:** Based on our call, I suspect you're at 85%+ saturation in your current role (you're doing Director-level work). This confirms that and identifies any gaps.

📎 Attached separately



### 2. The Visibility Pyramid Overview

Understand the 4 levels of career visibility

**What it is:** A visual framework showing the 4 levels of visibility that lead to promotion: (1) Your Manager, (2) Your Skip-Level, (3) Cross-Functional Leaders, (4) External Reputation. Most engineers are stuck at Level 1.

**Why it matters for you:** Your FMEA situation shows you're strong at Level 1 (your manager knows your value) but weak at Level 2+ (the VP didn't know your track record well enough to trust your judgment over the other guy).

📎 Attached separately




### 3. The "Hard Work ≠ Promotion" Mindset Reset

Challenge the beliefs keeping you stuck

**What it is:** A short document that challenges common limiting beliefs like "my work should speak for itself," "playing politics is dirty," and "I shouldn't have to self-promote." These beliefs are career killers.

**Why it matters for you:** You're technically superior but losing to people who are better at "playing the game." This isn't about becoming fake—it's about understanding how decisions actually get made and participating ethically.

 **Attached separately**




### 4. Current Situation Assessment

Deep-dive questions about your work environment

**What it is:** A questionnaire about your manager relationship, skip-level access, organizational dynamics, track record, and promotion history. This helps me tailor Session 1 specifically to your situation.

**Why it matters for you:** You've been at Electric Hydrogen for 2 years—I need to understand the specific players, politics, and opportunities in your current environment.

 **Attached separately**



### Pre-Session 1 Homework

Please complete before our first session:

- ☐ Complete The Green Light Audit™ self-assessment
- ☐ Complete the Current Situation Assessment
- ☐ List 5 most impactful accomplishments from last 12 months (with metrics if possible)
- ☐ Identify your skip-level manager (your manager's manager)
- ☐ Identify 2-3 "Gravity Leaders"—influential people you want relationships with

#### ★ BONUS ACTION (Optional but Powerful)

Send 1 "Echo Email" recognizing a teammate's contribution before our first session. I'll explain the strategy in Session 1, but if you want a head start, just send a simple email praising someone's work and CC your manager.

## Next Steps

- 1 Accept the calendar invite**  
3 recurring 90-minute sessions (weekly)
- 2 Review the Pre-Session 1 materials**  
I'll send these separately within 24-48 hours
- 3 Complete the homework before Session 1**  
Green Light Audit, Situation Assessment, 5 accomplishments, skip-level + Gravity Leaders
- 4 Show up ready to work**  
We're going to move fast and you'll leave Session 1 with real action items

**Let's get you that promotion. **

You've been stuck as the "invisible expert" long enough.

Time to make them see what they've been missing.

— Mansour