



“I’m happy where I am”

Supporting team members not seeking progression

The myth of constant promotion

“The practice of art isn't to make a living. It's to make your soul grow.”

- Kurt Vonnegut

Recognise Cycles of Ambition

“Make sure that you are seeing each person on your team with fresh eyes every day. People evolve, and so your relationships must evolve with them. Care personally; don't put people in boxes and leave them there.”

- Kim Malone Scott, Radical Candor

Create a sense of development

“A person and an organization must have goals, take actions to achieve those goals, gather evidence of achievement, study and reflect on the data and from that take actions again. Thus, they are in a continuous feedback spiral toward continuous improvement.”

- W. Edwards Demming

Encourage someone to seek progression

“One word of encouragement can be enough to spark someone’s motivation to continue with a difficult challenge.”

- Roy T. Bennet



What not to do...?

- Deprioritise these engineers



So what can we do

- Support people's changing ambitions at different points in their career
- Provide opportunities for individuals to grow their skills
- Encourage them to seek promotion if you think that not doing so is acting against themselves



Thank you