



Are you SABOTAGING your raise or promotion?

Want to get paid for your VALUE?

***7 Easy Steps
to Your***



**Raise and
Promotion
in 30-60 Days!**

**“The book smart bosses want
their employees to read.”**

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by Mike Hayden, Founder Senior Management Services

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Introduction

For this booklet I distilled many ideas from the book by the same name. In this booklet, I will give you some ideas about *what* to do to get a raise and promotion. For all the details of *how* to do it, you may want to obtain my full book (details later). Meanwhile, feel free to email this FREE booklet to your friends & associates.

How do you do THAT?

Look around. Select some man-made object. Is it a chair? Cell phone? 3-ring binder? Desk? Pencil? Carpet? Automobile? Could you make that object?

You say, *“Maybe. But, I would at least need some instructions, maybe even a factory.”*

Aha! Instructions! Where do they come from? Well, someone figures out how to do something and then writes the instructions down on a cocktail napkin or a notepad or maybe types the instructions into a word processor. Now, someone can follow the instructions to produce the same result.

See that window over there? If you had no information (and could get no information), how long would it take you to make that simple windowpane? OK, you know it's made from melted sand. How long would it take you to make a pane of glass?

Hmmm, you heat some sand... what in? How hot? How do you control the temperature? How do remove the impurities? How do you make it flat? How do you cut it to the desired shape? Etc. I don't know, do you?

Someone Figured it out and Wrote it down

Well, long ago somebody figured out how to make glass. They at least showed or told someone else (tribal knowledge) how to do it. Then, over centuries, glassmakers continually refined and improved the art of glass making. Inevitably, the art had to evolve from tribal knowledge to documented technology.

Today, with a simple search of the Internet, you can learn about glassmaking as fast as you can read. You could not recreate this technology from scratch in one lifetime.

Here's the point. As I've stressed in all my Profitable Venture Tactics (PVT) newsletters, you've gotta write stuff down. Think about it. If our prior generations hadn't written stuff down, we wouldn't have glass, modern housing, TVs, microwave

ovens, automobiles medicine, clean water... we'd probably still be searching for the secret of fire!

Your job may seem obvious or even repetitious to you. Or you may say, *“My job is very complex and unpredictable, it's different every day. It's impossible to document my job!”* **However, if your job's technology (how-to-do-it) is not documented, no one can successfully inherit your job.** And that will keep you stuck doing the same job over and over and over...

I discovered this fact the hard way.

In my first aerospace programming job, I worked four years on the same machine language program. I was very proud of that program. I wrote every instruction. I knew the program inside and out. I was the one who ran the program. As engineers talked about new missile features, I was coding in my head. I did a great job. I thought I deserved a promotion, a good raise, and another project.

But, my work was undocumented! Little did I know that this not only made me unpromotable - it guaranteed that I would not get new assignments! My work was important, and I was the only one that knew how to do it. (Can you say “ego trip?”) Eventually, to get rid of what became a repetitious, dead-end job, I moved to another company.

My old boss was left without a replacement - and precious little to show a new employee. He didn't know, *and I didn't know*, about the importance of documentation – and it was too late to do much about it.

You MOVE UP only if you can be replaced. You can grow your organization ONLY if you can promote and/or replace your employees. And you can do this by documenting your positions in well-organized Operations Manuals.

Today's Managers Suffer Increasing Pressure...

Most managers these days suffer increasing pressure to slash costs and get more done with fewer people. This usually means writing stuff down.

You can help. Now is an excellent time to get yourself promoted by writing down what you already know. Even if you don't have the time or inclination to write yourself, have someone else do it. It's not important who does it. It is important that it gets done.

You decide. Don't let resistance to writing stunt the growth of your career or business! Let's look to your future...

You've Done It!

You've done it! You worked hard to get your promotion and raise! Today is your last day in your current job. You hand your Operations Manual and Checkpoint Documentation to your replacement.

You know your replacement will have no problems inheriting your old job. He won't be calling you with problems. He's happy that you helped him get started on a winning track. And he's ecstatic about *his promotion to your old job!*

With confidence, you shake hands, congratulate each other, and wish each other well. You grab your briefcase, and leave for your new office. As you walk down the hall, you realize how easy it was. You're even planning how you're going to get promoted *again* – because now you know a fast way to “move up the ladder.”

The valuable time and money saving information in this booklet made a tremendous positive change to my approach to business. It helped me build my entire organization. These same benefits are now available to you because you now have my experience to guide you. The purpose of this booklet is to give you this information I've proven to be valuable.

Without this report, you could spend many years to discover what I know now. With my assistance, you can be clear about the correct steps to take from the start so you can quickly earn your promotion while saving time and frustration.

From this point forward please think of me as a friend you have known for some time, so I may speak frankly, as you would expect a friend to do.

Like me, you're probably methodical. I know you value order, neatness, facts, attention to detail, and accurate reporting. You appreciate seeing tables and diagrams. You don't need flowery, emotional language. You want order, analysis, and factual information. You may be interested in cooperation and service to others. You may be creative.

You're probably competitive, I know you appreciate real challenge. You're goal-oriented, motivated, and success-oriented. You're accomplished, direct, to-the-point with an eye toward future success. I trust you have a sense of adventure with high values and personal integrity.

In order to get a raise and promotion to advance your career, you will need to:

- Evaluate your current position and what you can do about it.
- Leverage what you already know into a career move that benefits everyone.
- Develop an Operations Manual with action plans and flowcharts if necessary.

But, if you merely *read* about this system and do nothing about it, you won't get the full benefit of my experience. Instead, why not make your commitment now to use these simple ideas yourself and see how well they work for **you**.

This simplified system demands one essential ingredient: you must be willing to share your information and do some easy work in your own self-interest. You must realize that your promotion is up to you. You must promote yourself such that your manager will be “sold” on your idea and will fight for you if necessary.

Maybe you’ll be “forced” to accept a promotion you don’t want...

Circa 1980... I’m working in the creative department of a fantastic organization. I love working here in the back room doing my thing. I’ve also been a freelance writer for about 5 years.

Keith, my manager walks in and asks me to assist him with an evening project that will take ten weeks to complete. I say “OK.”

At our week 5 meeting, Keith says, “*Mike, it’s time for you to be a manager.*”

That sends chills down my spine! I’m flattered, but not interested. “*Oh no thanks, I like working in the creative department.*”

He says, “*Mike! What are you going to do, hide in the creative department your whole life?*” Now I’m insulted and angry. “*C’mon, I’ll train you!*” I’m thinking, why should I be trained for something I know I won’t like?

In spite of my resistance, Keith begins training me anyway. He hands me a 3-ring binder. “*First, you must read this ‘Logistics Manual.’*” As a writer of computer manuals, I can appreciate the value of this manual. Everything is here – how-to-do-it – from 6 AM to midnight. I can see how it would work for *others*...but not for me!

I work on Keith’s team for the next 10 weeks having a great time. But, as soon as the project ends I flee – back to my monastic cell in the creative department.

Two weeks later, Keith comes in and says, “*We need a manager for another 10-week project and you’re it.*” I resist with excuses, but I’m cut off at the knees. I have no choice!! And my friend – the voice in the back of my head that sounds like me – whispers, “*You can’t do it! You’ll never make it! You better just quit!*”

But, before I can say “*NO,*” I’ve somehow signed an agreement to do the job for ten weeks. Now I AM terrified.

Twice, in the next couple of days, I study the Logistics Manual. The instructions seem easy enough, but I have this feeling of imminent ruin.

Day One arrives and I go in early. Again, I study the manual. Then my team shows up. My biggest fear! I am deathly afraid of telling others what to do. That is my unexpressed fear. I feel *powerless* to manage a team! My mind is screaming, “*What if they refuse to do what they’re told? What if there’s mutiny?*” All these fears come crashing in... Step 1 in the manual says: Conduct a team meeting and assign tasks to the team members. “*Uh oh, they’ll hate me when I assign them various tasks...*”

I reluctantly call the meeting to order. In mere moments, I’m transformed from fear to elation. You see, the team members had also signed agreements to assist for ten weeks. Plus, Keith has trained them on how to do everything.

(Later that evening.) Wow! Everything is going great! Everyone is inspired and making a brilliant contribution. I love this! My whole professional life is being transformed in ten weeks!

Within days, I find someone to replace me in the creative department and become a full-time manager forthwith!

I owe my promotion to two things. First, Keith saw my potential and literally forced me to face my fears and accept the promotion. Secondly, **the main ingredient of my success was that manual; it made me a winner from Day One!** All I had to do was follow the instructions that gave me the confidence to conquer my fear of managing people.

My background for Writing this Booklet

In school, I was a science and math major and worked in numerous restaurants while attending four colleges (taking the courses I wanted and none that I didn't want), until my big break into scientific computers and aerospace applications.

My career(s) have included such positions as: office boy, paperboy, shag boy, fry cook, restaurant manager, computer programmer, professional guitarist, software design manager, computer salesman, district sales manager, freelance writer, workshop manager, sailboat skipper, photographer, martial arts instructor, consultant, and company founder who's had to "act-as" president, vice president, director, department manager, and "principal go-fer."

My trend was to work for smaller companies for shorter periods until I founded the **DOCUMENTATION EXPRESS** to help companies develop their documentation. The **DOCUMENTATION EXPRESS** is now a division of Senior Management Services, which I founded 10 years later.

My best business training came from real-world marketing and sales positions, not college business courses (which I've never taken).

The marketplace does not hand out credentials. Credentials don't determine RESULTS! The marketplace is the only 'institution' where RESULTS count more than credentials.

Building the Case for Sharing Knowledge

In the '60's, I got hired as a mathematician/programmer for an aerospace company. When I showed up for work, there was no computer to program!

"What! No computer?" I said

“That’s right! And we won’t have a computer for 9-12 months!” said Cy, my manager. *“So, we will spend the next 9-12 months designing and flowcharting.”*

Heretofore, my entire programming experience has been writing code. I “design” in my head, code “on-the-fly,” and analyze post-run core dumps. Cy’s idea is totally new – and totally unacceptable from my point of view. But then, I tend to resist people who tell me how to do my job. (How unusual, eh?)

Still, we programmers begin designing and flowcharting. We have weekly meetings to clarify logic and interfaces. We also meet with the hardware engineers who are designing and building the “*Buck Rogers*” Lunar Lander (Surveyor) and ground station equipment.

Soon, in spite of not having a computer, we advance ahead of schedule.

Eventually, the computer comes in, but it doesn’t work. Still, we begin coding up our detailed designs. Once they get the computer working (sporadically), checkout is a breeze.

One November day, Cy comes over to my desk and says, *“I’ve decided to appoint you as ‘Acceptance Test Director.’”* My job is suddenly expanded. I must now create and document a system test that will prove to JPL scientists that our whole system works (the computer, disk and tape drives, plus many huge pieces of equipment used for post-landing control of the Lunar Lander) – no matter what.

I can see that this job requires a very complicated test plan and “script.” It will involve real-time communication with many engineers who tweak knobs and interpret all the flashing lights. What’s more, people from JPL will try to crash the system during the test. Our system must be made crash-proof!

With trepidation, I begin writing the Acceptance Test Procedure. I try testing it in sections with help of other programmers and engineers. But, everyone (especially me) gets confused and distracted by everyone yelling across the huge “development lab.”

[LOUD YELLING] “OK. Turn on the Bimat Processor.” ... “Is it on?” ... “Well, the lights are flashing. Hey Jerry, are you getting any data over there?” ... “No... whoops, I think this cable’s loose. Try it again.” ... “Hey Mike, the tape drive might be hung up – is the ground station sending data!” ... “Hey Bob, what’s wrong with the tape drive?” ... “I don’t know, I’ll have to go and check...”

Confusion reigns. Eventually, we buy some headsets for everyone to eliminate the yelling and screaming. A few days later, I take my script and headset to a room far from the equipment and people. From here, I can “call the shots” and direct the system test. The only thing I can see is my test script. My only feedback comes from engineers and programmers over my headset.

Soon, the Test Procedure exceeds 150 pages of step-by-step instructions. Day by day, through testing we find and correct system errors. Finally, it’s crash proof, short of taking a fire ax to the CPU. We pass JPL’s test with flying colors.

Within days, my company moves the whole system to JPL and we all fly to JPL for our white-knuckle final test before vehicle launch.

To my surprise, the phone on my visitor's desk rings. It's my wife's aunt. There is a desperate family emergency that requires that I return to Palo Alto immediately...

Did my personal emergency stop or even delay the final test? No!

All I had to do was give Bob my headset and Acceptance Test Procedure script and catch a plane. Bob replaced me as Test Director because I could not return to JPL. The system test went exactly as planned and JPL was unable to crash the system – **all because my job was totally documented. Anyone could have done it!**

Imagine what would have happened if my work was undocumented!

Oh, yes the launch, flight, landing, and vehicle control were a success beyond everyone's wildest imagination!

Overview of the 7 Steps

I trust you are beginning to appreciate the value of documented work instructions. Now, let's take a look at the 7 Steps. **Figure 1** below shows the 7 Steps (boxes) and data (circles) created by each step that feeds into the next step.

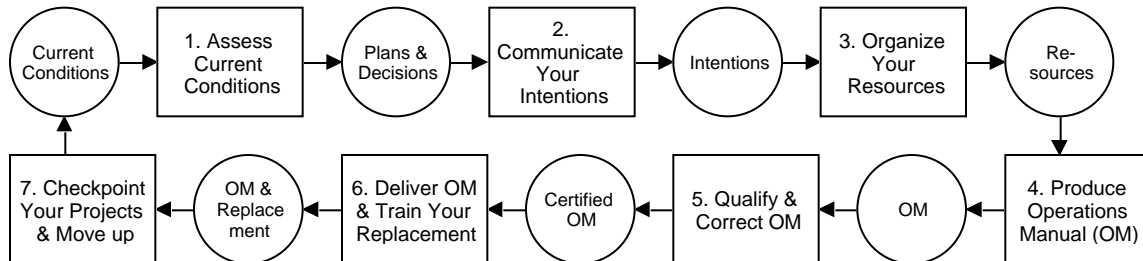


Figure 1. Overview of the 7 Steps to Your Promotion

Below, I have listed the seven steps with estimated days to complete each step(s). Notice that Step 4 will take the longest, depend on the type of work you do.

Step 1. Assess your Current Conditions and Set Objectives	4-7 days
Step 2. Communicate your Intentions	
Step 3. Organize your Resources	
Step 4. Produce your Operations Manual	7-40 days
Step 5. Qualify and Correct your Operations Manual	4-7 days
Step 6. Distribute your Operations Manual / Train your Replacement	1-2 days
Step 7. Checkpoint your project(s) and Move Up	

“Successful people in this world are those who get up and look for circumstances they want. If they can't find them, they make them.”

--- George Bernard Shaw

Step 1. Assess Current Conditions & Set Objectives

If you've already been promoted and you're going to move right away, please go directly to Step 7.

In Step 1, you assess your current conditions. Then, you can begin to make your plans and set your objectives. Want to move up? Where do you want to go? Let's look at some possibilities. Read on.

Management Positions in the Business World

Where are you now? What is your situation at your current company? What is the situation in your particular industry? Where do you want to go? What would be ideal? These are questions that only you can answer. I suggest that you jot down a few notes to get started.

However, know this: You can grow your organization **ONLY** if you can promote and/or replace your employees. Further, **YOU** can move up only if **YOU** can promote and replace yourself!

To restate, you can't move up if there is no one to replace you!

“Moving up” - a “promotion” - means managing more stuff, people and resources. It means more responsibility and increasing accountabilities.

So, from where would you move, and to where?

When I talk about promotion, I'm referring to a promotion based on **MERIT** and **SKILLS** (as opposed to promotion based on politics, political correctness, diversity, popularity, “affirmative racism,” bribery, extortion, blackmail, or sexual favors popular in degenerate organizations).

OK, let's examine the basic hierarchy of non-manager and manager positions in the business world.

What is a “Manager” Anyway?


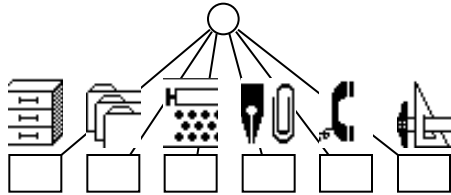
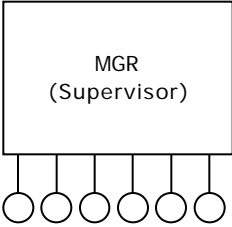
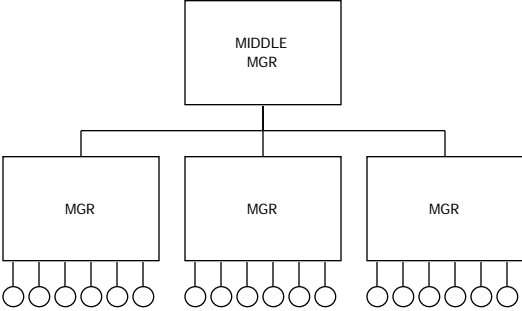
In business, a “manager” is usually someone who manages and directs other people. However, there are important exceptions that I will discuss later. Meanwhile, I will describe a 5-level hierarchy of business management in the following order.

1. Non-Manager
2. Process/Stuff Manager (my term)
3. Supervising Manager
4. Middle Manager
5. Executive Manager

As you move “up” from 1 to 5, each level requires more skills and experience. Keep in mind this hierarchy is not cast in stone, and every company is different. And you must learn about the *work inherent* in management positions.

Now, let’s take a look at some organizational structures and management positions within them.

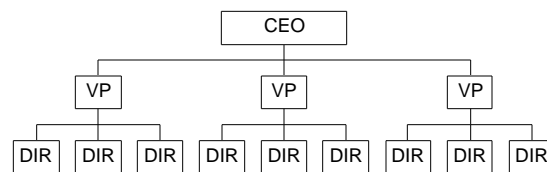
Organizational Structures

Business Function	Symbol
<p>1. Non-Manager</p> <p><i>Most working people are non-managers!</i></p> <p>Non-managers rarely appear on Organization Charts.</p>	<p>Non-Manager</p> 
<p>2. Process / Stuff Manager</p> <p>If you're what I call a Process Manager or Stuff Manager, you manage either complicated processes or lots of stuff. You're a specialist with valuable experience – but you're not accountable for managing other people.</p>	<p>Process / Stuff Manager</p> 
<p>3. Supervising Manager</p> <p>If you occupy this 1st level of people-management, you probably manage NON-MANAGERS who perform IDENTICAL or NEARLY IDENTICAL work.</p>	<p>Supervising Manager</p> 
<p>4. Middle Manager</p> <p>If you're a middle manager, you probably manage OTHER MANAGERS who perform SIMILAR work.</p>	<p>Middle Managers</p> 

5. Senior Manager

If you're a senior or executive manager, you manage OTHER MANAGERS who do DISSIMILAR work.

Senior Managers



Do your Research

If you don't know the management structure of your company, you must do some research. You may discover some "stepping-stone" promotions. You may find promotions where you can get a raise without your having to manage people.

In my first job as a programmer, I worked for a company of 25,000 employees. There was an Org Chart in the lobby, but it didn't seem to apply to me. In fact, the chart didn't even show my boss's boss's boss! Back then, I had no idea what any of it meant. Meanwhile, our department had team leaders, supervisors, and a manager. But, I never looked out from under my green eye shade.

Don't do what I did! Instead, take a look at your company's management structure. If you don't know what it all means, ask someone who knows!

To move up, you must be able to replace yourself! Are you ready to move up?

OK, what if there's no slot to where you can be promoted?

Another way to promote yourself is to build an organization below you. In this case, you must have enough business (sales!) to justify and support your building of an organization.

OK, let's say one of your subordinates has the skills and experience to replace you.

How long will it take him/her to inherit your job? A few days? Several weeks? A year or two? I've actually talked to managers who said it takes at least 2 years to "train" a new employee and recoup their investment. That's because they have no Operations Manuals!

By the way, is your replacement ready to move up to replace you? How long would it take your replacement to replace him/herself? It all depends on how much you have written down in your Operations Manuals.

Now that you have assessed your current conditions and have set some objectives, let's advance to Step 2.



Step 2. Communicate Your Intentions

If you've done the work of Step 1, you are now oriented with respect to your current conditions. You realize that you will not occupy your current position forever. Further, you have new information and understandings that will help you promote your purposes. You now have some idea of where you want to go.

This chapter is about how you can communicate your intentions. The first person to communicate your intentions to is *you*. Beyond that, much depends on the political situation in your job.

Typical Views of “Business”

Most people in this country have been “brainwashed” by media and public (government) schools that are permeated with negativity toward business and business owners. (*“Business just uses people, spoils natural resources, rewards only the rich and arrogant, ...yada...yada...yada...”*)

This brainwashing makes it difficult to see why business is important. To most people, business simply isn't important and never will be. Thus, there is little employee loyalty, and hostilities are blatant.

Recognize that you can't vanquish a lifetime's worth of anti-business bias. Instead, take advantage of it and portray business as something everyone uses for personal gain, because *everyone does that anyway*. Therefore, when dealing with your manager or subordinates, emphasize *their self-interest*.

Should you make a Proposal?

If you propose to your manager that you want to spend x hours a week documenting your work, what will s/he say?

- “*Good idea!*” Or,
- “*Fine, do that on your own time, it's not part of your job description.*” (Still, your company will probably claim rights to your documentation because you wrote it while working there). Or,
- “*Never mind. Your job is to stand there and flip those burgers!*”

Some people don't want permanent solutions. Why? Solving recurring problems means Job Security and Hero Badges.

In this booklet, I can give you ideas about *what to do* but you must take responsibility for your communication with your manager and whether you get support to do the work.

Dare I ask? If you're not in charge of your career, who is? Do you have an idea worth working for? Does your *company* have an idea worth working for?

Many jobs are so simple that the need for documentation won't be obvious. For example, when I was a "shag boy," I was simply a go-fer (go-fer this, go-fer that). When I worked at the car wash, my job was to wash one side of cars as they came by. As the "world's fastest fry cook," my job was to prepare menu items at great speed (basically an assembly line process).

It never occurred to me to write anything down. But, knowing what I know now, I would begin developing a Franchise Operations Manual. Is your job too simple to document? I doubt it!

At first, your mind may resist this whole idea.

"I don't have time!"

"What the hell do I care, it's not MY business!"

"I'm working too hard as it is."

"That's not my job man!"

"Why should I? My boss won't appreciate it!"

"...yada...yada...yada..."

I hope to help you erode your fears and replace them with self-confidence. Try to view this idea as part of your job, no matter what it is. **You have both information and orientation that most others don't have.**

To achieve *your dream*, you must *help others* achieve their dreams.

If you want to become a better manager, set your objectives and chart your progress every 4-6 weeks.

Meeting with your Manager

Make your first meeting with your manager short and to the point. Simply restate your plan and briefly answer questions (resist the urge to sound like an expert).

Now, let's move on to organizing your resources in Step 3.

Step 3. Organize Your Resources

In Step 3, you will be organizing the resources you need for creating your Operations Manual in Step 4.

Tools

Make a list of possible tools you can use to document your work and build your Operations Manual.

People

Make a list of possible people who may be able to help you document your work and build your Operations Manual.

Information

Make a list of possible information you can use to document your work and build your Operations Manual.

Now, let's move on to Step 4 to create your Operations Manual.

Time for a Break!

Before you move on to Step 4, let me ask you a question. How are you doing on the first three steps? You've taken a look at your current conditions, learned some new information about management positions and organizational structures, maybe researched some possibilities... *Is this approach something you want to undertake to advance your career?*

Many people might say, *"This sounds like a lot of work! Frankly, I deserve a raise and promotion without doing another thing! Besides, I don't know how to do what you suggest."*

I understand. Many people feel the same way at this point. But, most find that Steps 4-7 make the process more clear. Still, in this small booklet, I can only tell you what to do, not how to do it. You can take these ideas and run with them yourself or you can jump ahead and get complete how-to instructions in my full book.

But, if you're like most readers, you want to see Steps 4-7 first before deciding to get the book with its complete how-to instructions and progress workbook. So, let's get you started on Steps 4-7.

Step 4 is where the rubber meets the road! Step 4 is likely your most important step because Step 4 tells you the fastest way to replace yourself so you are FREE move UP!

OK, ready to take the next step? Download the Steps 4-7 booklet at:

<http://www.SeniorManagementServices.com/7-steps-4to7.html>

Best Regards,



Mike Hayden

PS: If you want to look ahead, you can read what readers of the complete book have written to me. See **Reader Comments about the Complete Book** on page **20**.

PPS: Also take a look at **Are You Sabotaging Your Promotion at Work?** on page **22**.

PPPS: If you got value from this booklet, please forward it to friends on your list.

About the Author



Mike Hayden is Founder & CEO of Senior Management Services and the Documentation Express in Silicon Valley, California.

The Documentation Express, founded in 1974, helps high-tech companies develop their design specifications, technical (API) documentation, and end-user manuals. Senior Management Services (1984) is a high-level business development services firm that helps clients increase profits by re-engineering processes, managing quality, and reducing costs.

Mr. Hayden, an expert in organizational development and strategic planning, has more than thirty years of experience as a programmer, writer, author, and consultant for Silicon Valley corporations and has served in industries as varied as software, semiconductors, biomedical systems, aerospace simulation, and business process development.

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OK, ready to take the next step? Download Steps 4-7 at:

<http://www.SeniorManagementServices.com/7-steps-4to7.html>

Reader Comments about the Complete Book

What others are saying about the complete book, “7 Easy Steps to your Raise & Promotion in 30-60 Days!”

*“Wow--I’m impressed! ... **The workbook checklist at the beginning of your book is worth the price alone!** ... I’ve coached executives and entrepreneurs for many years and this is the first program I’ve ever seen that makes documenting a position or business easy.*

*“I know many people who would never have been laid off if they’d had this program in place ... Your overview and illustrations took a complex process and made it understandable. The ‘Objectives Questionnaire’ makes it simple to stay focused. I’ve struggled for years as I’ve tried to put a process in place -- you broke it into bite-size pieces! ... **valuable book for both corporate executives as well as entrepreneurs!**”*

Kathy Gillen, President GillenGroup Executive Coaching

~~~~~

*“Mike, my first reaction ... captured my attention completely. **This book reads itself!** Using conversations throughout was a stroke of genius!*

*“The idea of an Operations Manual in a project environment is critical; having a ‘blank’ skeleton to work from is a tremendous time-saver ... many of your experiences resonated strongly ... The concept and the approach to put it to work are simple, effective and easy to implement. **If I were starting a business, I’d put this kind of system into effect before the first employee showed up! ...**”*

Noel Rodrigue, Consultant / Freelance Writer

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“Mike,

*“Wow, I’m impressed with the thought and work that went into this book. ... glad to see how we are on the same wavelength. I talk a lot in my seminars and workshops about the many ways we sabotage ourselves ... **really an effective hook. Thanks for getting such useful ideas “out there.”** Best regards, Elayne*

Elayne Savage, Ph.D., Speaker, workplace consultant, media commentator, psychotherapist, and author. Berkeley, CA

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*“Here are some sobering numbers from Money Magazine, April 2005: 1 of 4 workers age 35 to 45 and 1 of 2 over 45 have been in the same job for more than 10 years! If you don’t want this to describe you, grab this book and implement its clearly defined steps.*

*“There are two primary reasons people don’t get promoted – higher management doesn’t see you as management talent or your immediate superior doesn’t see who will fill your position if you are promoted. Often both reasons apply.*

*“[this book] addresses both these issues, with clear and specific steps ... not a philosophical book but a how to manual with checklists and workbook.*

*“If you properly implement the seven steps, you will demonstrate ... a commitment to building the business of your company. This will mark you as a valuable management talent to be promoted. You will also solve the succession issue, which is probably the single biggest obstacle to promotion. ...*

*“There is a very important point ... re-apply the entire process in your new position to prepare for the next promotion ... and your replacements performing well ... **You will have demonstrated the rarest and most sought after skill in business management – the development of personnel.***

*“This isn’t just a book for your next raise; **it is a book for building an entire career.** It can put a person of average intelligence and skills on the path to upper management in any company or institution ... a life changing process... **wish I had read it 20 years ago. It would have changed my life.**”*

Stew Walton, President  
Sheaves, Inc.

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**OK, ready to take the next step? Download Steps 4-7 at:**

<http://www.SeniorManagementServices.com/7-steps-4to7.html>

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Are You Sabotaging Your Promotion at Work?

“ ‘7 Easy Steps’ is the book bosses want their employees to read!”

If you carefully read this report, then:



- You have assessed your current condition. [Click here](#) for brief audio.
- You have examined typical management structures and have some ideas of your own possibilities.
- You have some idea of where you are now.
- You have some idea where you want to go.
- You now have some useful background ideas for building your own organization, should you decide to do so.
- You know *what* to do, but not *how* to do it.

You are now “ahead of the game.” In this report, I have told you *what* to do but not *how* to do it. Don’t miss out on the rest of your career launching information and profitable action! In “7 Easy Steps to your Raise & Promotion in 30-60 Days,” (the complete book) I will give you the “7 Easy Steps Progress Workbook” that guides you step-by-step from day one to your raise or promotion.

Are you sabotaging your raise and promotion? Don’t do what I did!

In my first aerospace programming job, I worked four years on the same machine language program. I was very proud of that program. I wrote every instruction. I knew that program inside and out. As engineers described the new features they wanted, I was developing code in my head. I did a great job. I thought I deserved a promotion, a good raise, and another project.

But, I had no idea what made me unpromotable! I had no idea what guaranteed that I would not get new assignments!

In “7 Easy Steps,” the complete book, you will learn a proven, step-by-step system to quickly launch your career on a path to multiple raises and promotions.

- You will gain understanding of, and learn how to use, my seven-step proprietary system for managing your career that is the ultimate raise generator and promotion-magnet. You can use this same system over and again for your entire career.

- You will discover the critical difference between tactical work and strategic work, and why it's important to your management/subordinate relationships.
- You will learn the two main reasons you can't be promoted and how to easily overcome them.
- You will learn the easy way to use my Sample Memo to enhance the foundation you have already built with your boss.
- You will learn how to use the detailed Objectives Questionnaire to effortlessly clarify your professional goals.
- You will discover how to use my checklists to make sure your old job won't come back to haunt you.
- You will learn about the importance of the "5 Conditions" that I taught Intel managers, and how to apply them to your life and career to avoid making the wrong action(s).
- You will learn specific tools to help you build your organization with certainty.
- You will learn how to use my simple-to-use Action Plans that will help you leverage what you already know and accelerate your raise and promotion.
- You will learn how to create simple flowcharts that will help streamline progress to your goals.
- You will discover the five most important ingredients of your portfolio.
- You will discover how to show that you are valuable management material, how to demonstrate your competence, and promote yourself.
- You will learn the important distinction between a Position Contract and an Employment Contract.
- You will learn the best way - and why it's important - to describe the accountabilities of your position, the standards, the rewards for good performance, and your company's management structure.
- You will learn the five easy steps to train your replacement so you can move to your new position.

Let there be no mistake – "7 Easy Steps" is NOT:

- A way to sue for a raise or promotion.
- A way to get something for nothing.
- An "Affirmative Action" program.
- A tool for slackers or freeloaders.
- A government welfare program.
- A "positive-thinking" program.
- A "politically correct" agenda.

- A back-stabbing technique.
- A do-nothing curriculum.
- A glad-hander's method.
- A coercion program.
- A day off.

If you're not in charge of your career, who is?

Be sure to get your FREE copy of Steps 4-7 right now while you're thinking about it. Click below now for immediate access.

<http://www.SeniorManagementServices.com/7-steps-4to7.html>

To your success,

Mike Hayden

PS: Learn how to use my seven-step proprietary system for managing your career. It is the **ultimate raise generator and promotion-magnet**. You can use this same system over and again for your entire career. Discover how to show that you are valuable management material. Demonstrate your competence and promote yourself.

PPS: With your downloadable, printable, fully indexed book "7 Easy Steps to your Raise and Promotion in 30-60 Days!" (PDF file), you will receive my **100% Money-Back Satisfaction Guarantee for 1-year**. That's right, apply these proven money makin' techniques for up to 1 year. If you're not completely thrilled with the results, just send me a note and I will happily refund your money... But, let's not rush ahead, first take a look at Steps 4-7...

OK, ready to take the next step? Download Steps 4-7 at:

<http://www.SeniorManagementServices.com/7-steps-4to7.html>



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Only you can make this decision.

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