

# Identifying the “Right” Characteristics and the “Wrong” Reasons for Promoting an Employee

## “Right” Characteristics for Promotion

- Use objective criteria to evaluate the employee’s knowledge, skills, abilities, and relationship to the needs of the open position
- Desire for the move on the part of the employee
- Demonstrates loyalty and concern for the company
- Respectful of their managers and peers
- Maintains the ability to analyze situations and see solutions
- Ability to make a decision and see it through
- Takes responsibility for his/her mistakes
- Gives credit to others where appropriate
- Works independently
- Demonstrates leadership
- Maintains a willingness and desire to learn

## “Wrong” Reasons for Promotion

- Longevity at the company
- To keep him/her from leaving the agency
- Likeability as co-worker does not translate into respect as a manager
- Friendship
- To curb whining or complaining
- “Potential” that has not been demonstrated, challenged, or allowed to grow
- There is no one else