

Brand You: Two Decisions a Year Define You

What is the legacy that you leave behind when you've been in a job for five years or four years or three years or 10 years? The almost obvious answer is not the profitability number, but it is the people that you have developed. That is your lasting legacy.

Now I'll make a little translation of that. Based on very casual research on my part, it would appear that the average boss or average boss of bosses makes about two important, or maybe two in total, two important promotion decisions per year. Two per year, you're in the job for five years: 10 promotion decisions define your legacy.

And so, my question to you is not, do you take these promotion decisions seriously, but do you take them sufficiently seriously when you realize that your entire legacy from five years of your professional life will have depended on these 10 decisions? That's all I'm asking you.

Again, I'm not being critical. I know you worry about it, I know you pay attention to it. But it is of the utmost strategic importance to the valuation of five years of your professional life. So the question is: Are you really obsessing on it? Are you really working on it to the extent that you should? Two decisions a year, five years, 10 decisions equals five years of your life professionally. Think about it, as I said, or as I asked.