

Promoting from within helps ensure your culture continues to grow because those very team members who have thrived in your organization will become leaders and evangelists to your newest, most impressionable staff. As they develop both expertise in their roles and mastery of your culture, promoting them builds and strengthens your bench by showing to all that this is what it takes to move up in your organization. After all, who best knows how things work, what values and behaviors are desired, and has a history of working with your products and services than the people who've been doing it all along? You can also think about it as the longest interview ever or even the deepest reference check. You've been able to see this person performing in his or her current role, you know what you're getting, you know what to expect from the person, and there are going to be fewer surprises. You can do this through training by creating a program that helps you get CHAPTER 11 Better Training to Improve Culture 195 the person ready for the next level. It's a great way to solve your pipeline issues and safeguard your culture as you grow.