

Bonus Chapter

Have you heard of the P.I.E. Model?

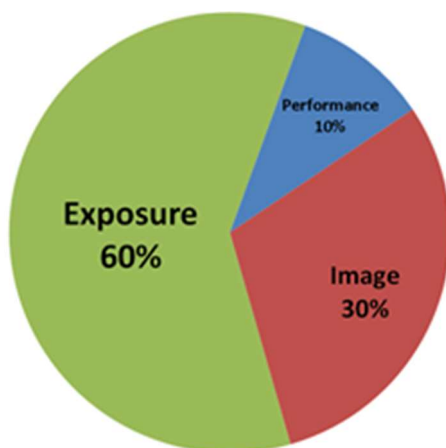
It's a tool I use when coaching clients who want to get promoted or need more exposure in their role.

Often, we think that to get on in our careers, we need to work harder, put in more hours, stay later, take on more. However, this is not often the best strategy.

In an article about the book [*Empowering Yourself, The Organizational Game Revealed*](#), this article reveals that there are others way to get on. You can take a look here: [3 Keys to Career Success: The Pieces of PIE – Mondo Frank](#)

Instead of excelling more and more at '**Performing**', the author Harvey Coleman states that we need to improve our **Image** and gain more **Exposure**. Coleman concluded that we should spend approx. 10% of our time on Performance, 30% on Image and a huge 60% on Exposure.

What proportion do you think you are spending on each?



Performance

At a certain level, good performance is expected. Certainly, when you are being considered for internal promotion, or being put on to any sort of development program the assumption is that you are already doing a good job. You wouldn't be on the program if you were an under performer. So, maintaining good performance is needed to ensure that you are delivering what is expected. However, putting in 10 extra hours to deliver more is not necessarily going to get you noticed. In fact, the opposite could be true, if you stay late does that make you *look* inefficient and poor at time management?

Image

Consider your image next. Image is not always about how you look – it can be how you appear to others. Even if you are not intentionally sending out negative vibes it is worth considering how you are perceived.

Have you thought about what image you are portraying at work? Or in general?

Are you always positive about things? Are you overly negative when change happens? Do you gossip? Are you late? Is your tone of emails appropriate or is it sometimes abrupt or sarcastic?

Do you take things personally? Are you over emotional or protective of the 'old ways'?

Taking some time to reflect on your image can be useful when thinking about how you get on. What feedback have you had that you can work on? Can you ask your manager for feedback on your image and how you are perceived as part of your development conversations? Who else can you ask for some candid feedback?

Exposure

Often my clients are working hard and doing lots of great things. The problem is no-one knows about it! They are taking great care over the work that they do, they are putting in all the hours and then they wonder why they are not getting the promotion they think they deserve.

The old adage 'it's not what you know but who you know' is very apt here. Consider what the process is for getting a promotion. Who are the decision makers? Who will be signing off any promotion? For larger companies and senior roles this could be a large number of people.

Make a list of key people that you see are important influencers within your organisation. Work out a strategy for how you might approach each one, whether that is by saying hi to them at the end of a meeting, finding a report that might be of interest or attending a networking meeting that you know they go to.

I found that working parents struggled with this the most because the after-hours networking was often something that they could not attend. If this is the case for you, find other ways – look at lunch time networking sessions or other internal groups, projects or volunteering that can help you get exposure in different ways.

If you are working from home more than you used to and feel that you are missing out on face-to-face networking, consider how you can meet people in different ways. Perhaps a virtual coffee meeting might work, or sending an update they might be interested in. Consider putting together a virtual networking group within your organisation if you feel this is of interest to others.

Some clients are interested in championing various initiatives such as LGBTQ+ rights, the Black Lives Matter campaign or gender pay gap issues. If this is something that you are interested in, then you might meet other like-minded individuals, and other senior people who are passionate about it and you can get exposure in a different way.

If the model is right, then spending time on our image and exposure can be the best thing to focus our efforts on to get our promotion.

