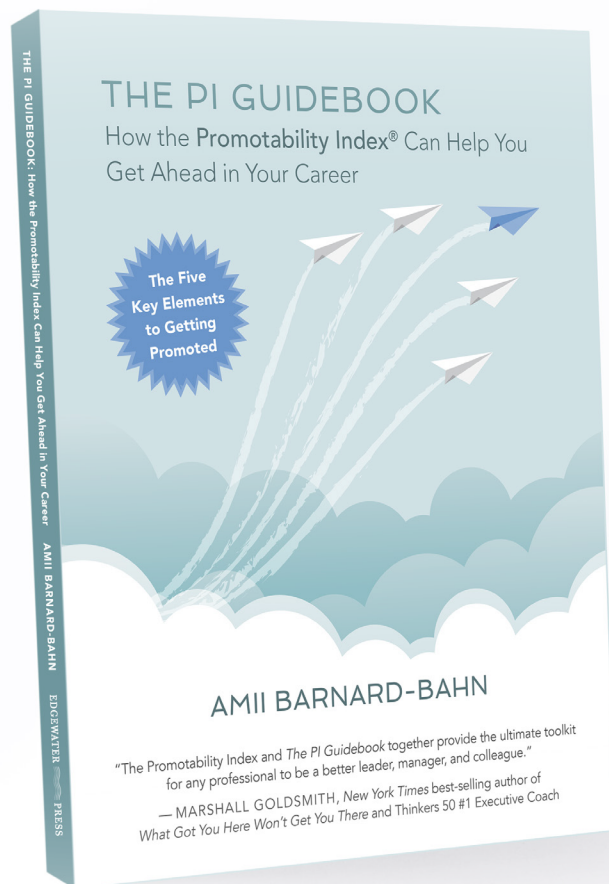


THE PI GUIDEBOOK

Press Kit



Contents

1. Sell Sheet
2. Praise for
The PI Guidebook
3. About the Author
4. Q&A with the Author
5. Selected Articles,
Interviews, and
Presentations



THE PI GUIDEBOOK

How the Promotability Index® Can Help You Get Ahead in Your Career

“Amii demystifies what makes a person promotable, which makes *The PI Guidebook* one of the most useful workbooks I have seen. Highly recommended for individuals, coaches, HR professionals, and teams.”

— SALLY HELGESEN, author, *How Women Rise*, *The Female Advantage*, and *The Web of Inclusion*

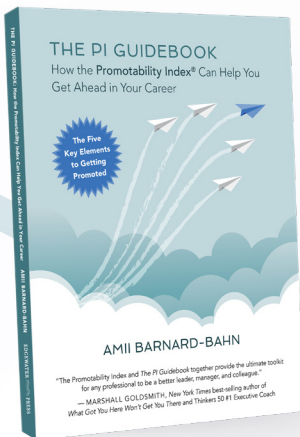


The PI Guidebook is the essential resource to help people get the most out of the Promotability Index (PI), a free online assessment tool used by Fortune 500 companies and over one thousand professionals who want to advance in their careers.

With over thirty exercises and additional resources for developing a personalized self-development plan, The PI Guidebook provides the “ultimate toolkit for any professional to be a better leader, manager, and colleague,” according to Marshall Goldsmith, *New York Times* best-selling author of *What Got You Here Won't Get You There* and *Thinkers 50* #1 Executive Coach.



AMII BARNARD-BAHN is an executive coach and consultant who specializes in accelerating the success of top executives and their teams. Forbes has called her “one of the top coaches for legal and compliance executives.” A former Fortune Global 50 executive, Amii is a member of Marshall Goldsmith’s 100 Coaches, a Fellow at the Harvard Institute of Coaching, and a contributor to *Harvard Business Review* and *Fast Company*.

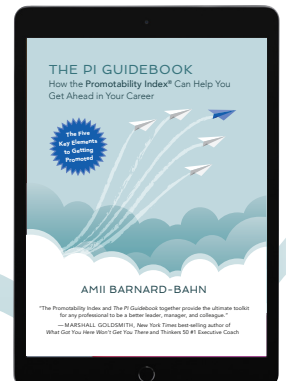


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Praise from Corporate Leaders for *The PI Guidebook*

"I wish I had *The PI Guidebook* ten years ago. As someone who sits on the other side from people who want to be promoted, this is really helpful."

— DONNA LUCAS, CEO, Lucas Public Affairs

"I've used the PI within financial and university settings. My teams were able to leverage shared language about promotability within days. The PI measures behaviors that are often unspoken. *The PI Guidebook* provides clarity and a roadmap for employees wanting to make a greater impact. I recommend adding this to performance conversations, particularly for high performers."

— ERICA DIAS, Senior Vice President, Redwood Credit Union

"Amii has compiled a practical and actionable set of essential tools that equip executives to assess and reflect on how they show up as leaders, and edit for growth and success. *The PI Guidebook* is a must-have for any leader's professional journey."

— NICOLE SOLURI, CEO, Professional BusinessWomen of California (PBWC)

"Amii Barnard-Bahn's Promotability Index and its accompanying handbook are a gold mine that will help ambitious and upwardly aspiring professionals to craft their custom roadmap, while helping those leaders responsible for stewarding talent to make sure there are pathways to help them realize their dream careers."

— RON CARUCCI, Managing Partner, Navalent, and best-selling author of *Rising to Power* and *To Be Honest*

"CEOs will say, 'Every business is a people business,' because they know that when businesses develop their people, productivity and profitability soar. Amii Barnard-Bahn's book is an organization's jet fuel and should be required reading for executives and managers. Amii's experience and uncanny insight have generated a transparent, easy to understand guide for developing an organization's most important asset—its people. Every CEO should mandate using the PI and *The PI Guidebook* for employee development."

— MARY FLIPSE, former Chief Legal and Administrative Officer, Tivity Health, Inc.

"Amii is a seasoned expert in human resources and human capital management. Her expertise is revealed in these pages. Amii has touched on every element of how to be promoted—in fact, how to control your own destiny."

— BETSY BERKHEMER-CREDAIRE, CEO, 50/50 Women on Boards

"Amii's Promotability Index is a straight-forward and actionable tool to guide career development conversations. As a former HR leader frequently coaching employees and developing coaching skills for HR business partners and talent professionals, I find the PI and *The PI Guidebook* incredibly useful."

— PAIGE DICKOW, former Managing Director and HR leader, BlackRock



About the Author



AMII BARNARD-BAHN is an executive coach and consultant who specializes in accelerating the success of Fortune 500 executives and their teams at clients such as Adobe, Bank of the West, and The Gap. A recognized expert in workplace culture, corporate governance, and ethical leadership, she partners with leaders, teams, and boards in the US and abroad to successfully shape and support business strategy and performance excellence.

She received her JD from Georgetown and has been recognized by Forbes as one of the top coaches for legal and compliance executives. Amii is a contributor to *Harvard Business Review*, *Fast Company*, and *Compliance Week*. She guest lectures at Stanford and UC Berkeley and is a Fellow at the Institute of Coaching, McLean/Harvard Medical School.

Amii is a member of Marshall Goldsmith's 100 Coaches, an invitation-only community that brings together the world's top executive coaches and whose mission is to inspire, develop, and energize leaders for the future.

For twenty years Amii shaped company culture and strategy as an executive in multiple roles at Fortune 50 global companies. A lifelong diversity advocate, Amii testified in multiple committees on the successful passage of the first US laws requiring corporate boards to include women.

She lives with her husband and two daughters in Sacramento, CA.





Q&A with Amii Barnard-Bahn

What motivated you to create the Promotability Index and *The PI Guidebook*?

I wanted to establish a standard, easy-to-use toolkit that gives organizations and employees a pathway for continued growth and career progression—to become the best at what they do whether as an individual contributor or as a CEO.

During my own career journey to the C-suite serving in HR leadership and other executive roles, I observed many people hitting roadblocks and building up frustrations when it came to promotions. Unfortunately, most leaders don't do a great job of explaining the process and giving employees actionable feedback. Organizations usually don't cultivate a shared language that helps leaders identify and explain the qualities that employees actually need to hone in order to move up in the organization.

So I reverse-engineered the five key elements that get people promoted. My goal is to help organizations promote the best leaders and to enable ambitious employees to assess their strengths and obstacles, and identify actionable steps to get to the C-suite.

In your experience, what are some of the most common obstacles to getting promoted?

Promotions aren't just about your skills—they're about your relationships. Too often, people early in their career hit a wall when vying for opportunities to rise in their companies. Chances are they've focused too much on their skills and not invested enough effort in their relationships at work.

What makes a great corporate leader?

Corporate leaders who excel and get noticed, possess all five key elements of promotability—self-awareness, external awareness, strategic thinking, executive presence, and thought leadership. They are committed to their own development and that of everyone in the organization. They build “speaking up” cultures, where innovation and diversity are fostered, everyone is respected and encouraged to do the right thing, the best people for the job are promoted, and toxic behavior is not tolerated. This requires a combination of courage, vision, ambition, and empathy.

What is one piece of advice you'd give someone entering the workforce today?

For kids who are in kindergarten today, two-thirds of the jobs they will hold have not been created yet. That statistic is proof that a learning mindset is key to the longevity

of your career: change is a constant in the workforce. It's critical for professionals to stay focused on continuous learning, as well as how to work effectively with other people. Together, this approach cultivates an iterative awareness of their values and what they can productively contribute. It also ensures that you become the author of your career and always have the motivation to do your best work.





Amii Barnard-Bahn: Selected Articles, Interviews, and Presentations

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Scott Becker. "Amii Barnard-Bahn, Workplace Expert on Promotability." *The Scott Becker Private Equity Podcast*. May 14, 2021.

James Kerr, interviewer. "Final Installment: Thought Leaders on Authenticity." *CEOWorld Magazine*. April 22, 2021.

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"Cultivating Self-Awareness: Key Insights to Unlocking Leadership Effectiveness." *Compliance Week 2021*. May 13, 2021.

"The New Leadership Playbook: Key Behaviors to Drive Impact in the Time of Covid-19." FedEx. February 8, 2021.

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