Understand deeply **Amazon’s Promotional Tenets**.

Remember – when we promote here – we are doing so on behalf of Amazon (not just the role you’re in).

**Amazon Promotional Tenets**:

1. We promote people at Amazon for strengths, rather than the absence of weaknesses.  
2. Promotion is one of many possible career steps at Amazon. For those who choose to pursue it, the path to promotion will challenge them.  
3. The decision to promote is based on an employee's readiness, without artificial constraints, unnecessary barriers, or gatekeeping. Managers support employee development, but we never rely on a single manager to determine when someone is ready.  
4. The right process feels Amazonian. It maintains our high-performance culture, is customer-obsessed, peculiar, innovative, simple, and well-executed. It scales to a company of a million or more employees.  
5. The promotion process passes the voting machine test: it's fair, and people also believe that it's fair. The investment of effort in a promotion decision feels appropriate and matches the degree of risk associated with its level.  
6. The decision to promote is high judgment. If it's ever obvious, we've waited too long. A promoted employee is starting their career at the next level, so they will have areas of growth. We are confident they will develop any skills they need.  
7. We promote for Amazon. Promotions in one organization are credible across the company.