

FEARLESS SALARY NEGOTIATION



**A STEP-BY-STEP GUIDE
TO GETTING PAID
WHAT YOU'RE WORTH**

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Fearless Salary Negotiation

A step-by-step guide to getting
paid what you're worth

This is a sample chapter from *Fearless Salary Negotiation*—an **Amazon
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SAMPLE

How to get your next raise

Hiring people is expensive and risky. Each new hire costs thousands of dollars. This is why companies are often open to “market adjustments”—by paying employees something close to market value, they keep experienced, proven employees at the company, save the expense of hiring a replacement, and avoid the risk of hiring a new person who is unproven.

This chapter is about getting a “big” raise of 8% or more—often described as a “market adjustment”—rather than a standard merit increase or a small “cost of living” increase.

As we discussed earlier in “Do you have to quit your job to get a big raise?”, getting a big raise can sometimes be difficult without changing companies because raises are often predetermined and limited. But it *can* be done, and there’s usually no harm in seeing how much of a raise you can get.

The raise process

Your manager, her manager, and someone in Finance look at salaries across the company and on your team, and they see lots of numbers. Your

salary is one of those numbers, and it's mostly based on the value you add to the company. Maybe it was set when you were hired, or during your last merit increase, or when you were moved to a new department, but that number—your salary—was set in the past.

When there's a discrepancy between your current salary and the value of your skillset and experience at your company, there's an opportunity for you to get a raise. Sometimes management will rectify this discrepancy on its own, but most of the time you'll have to bring it to their attention by requesting a raise.

The process for getting a raise is similar to the process for getting a promotion—you define your goal, demonstrate that you've earned it, and then present your case. But there are differences between requesting promotions and requesting raises. Promotions are mostly *qualitative*, explicitly focused on title and responsibility, and only implicitly affecting your salary. Raises are mostly *quantitative*, explicitly focused on salary and implicitly focused on responsibility.

Justifying your raise request

Your primary justification for requesting a raise is that your value to the company has changed since your current salary was set, and that is good reason to reevaluate and adjust your salary to reflect your increased value to the company. This means that many of the reasons people might suggest to justify a raise aren't very effective. "I've been here for two years now" isn't a very compelling reason for a raise. Why? Because businesses mostly

exist to make money, and they pay people higher salaries because those people help the companies make more money. You may still be adding exactly the same value to the company as you did when you were hired two years ago—in that case, there's no compelling business reason to pay you more money.

But while time in your job doesn't *explicitly* justify giving you a raise, it could *implicitly* help you make the case for a higher salary because you may have acquired new skills, taken on new responsibilities, or otherwise found new ways to add value to the company since you were hired. *Those* are compelling reasons to pay you more money.

Here are some examples of changes that might justify a salary increase:

- **Your qualifications have changed**—You have earned a certification, or a degree, or taken some training, or learned a new skill.
- **You have taken on more responsibility**—You are managing people or projects that you weren't when your current salary was set. Or maybe you're managing some part of the business that you weren't before.
- **The job market has changed**—There's been a shift in the market so that your skillset is in higher demand now than it was when you initially took your job.

In all three of these examples, there's a common theme: You are more valuable now than you were when your salary was last set. *That* is why you're asking for a raise.

Here's a high-level view of our process for requesting a raise:

1. Define your goal
2. Document your accomplishments and accolades
3. Prepare your case
4. Present your case

Let's walk through each step in more detail.

1. Define your goal

How do you define your goal when you're pursuing a raise? You estimate the market value for your skillset and experience and adjust that number to account for how valuable your skillset and experience are at your specific company.

Estimating the market value for your skillset and experience

Estimating your market value is so important to salary negotiations that this book includes an entire chapter dedicated to the topic. That chapter walks you through estimating your market value step-by-step. If you have

not already read it, I strongly recommend you go back and read the chapter on “How to estimate your market value” before you continue.

Adjusting your market value estimation for your specific company

Once you’ve estimated your market value, you need to adjust that estimate to account for your value at your specific company. This is an important step because you’re requesting a raise from your *company*, not from your *industry*, and the value of your skillset and experience to your company may not mirror the entire industry.

This is a very subjective adjustment. Below, I’ve listed some things you can consider when making this adjustment. For each one, think about whether it indicates that your skillset and experience are more or less valuable at your company than they are to the industry in general.

- How is the company performing lately? Do things seem to be going well, or have things been tight?
- Is your company hiring a lot of people to fill positions like yours? This may indicate the company has a strong need for your skillset and experience.
- Have there been layoffs lately?
- Have your peers been promoted or given large raises recently?
- Have bonuses been bigger or smaller lately?
- Has your manager recently given you either positive or negative feedback about your performance?

After considering all of these things and coming up with your own criteria, make a subjective judgment about whether you should adjust your market value up or down to account for your company's current situation. If you decide you *should* adjust your market value, estimate how much of an adjustment you should make. Chances are the value of your skillset and experience to your company is within about 10% of your market value either way, but it could be even more or less depending on your specific company and industry.

An example

Let's expand a bit on the example we used in "How to estimate your market value". In that example, Alison is a Project Manager making \$65,000 a year in the Construction industry and she estimated her market value at \$80,000, give or take. She also found that other project managers in her industry and region were making around \$75,000, and she knows that a project manager who left her company earlier in the year was making \$73,000.

Her market value is a good starting point for estimating the amount of the raise that she should request, but she also needs to calibrate her request to account for what she knows about the current situation at her company.

Alison has proven to be a good project manager for a few years at her company, so she's a known quantity who produces known results. Even if her company *did* find a good replacement for her, it would probably cost

them about \$80,000 and they would be hiring an unknown quantity with unproven results.

She has noticed that several other junior project managers have been hired in the past several months, and she's actually training one of them right now. This indicates that the company has a pretty high demand for project managers, and she's valuable because she's helping train new people. She has also noticed the company has been getting a lot of new projects recently, so it seems like sales have picked up and the company is doing well. This is supported by the fact that last year's bonuses were larger than they had been in previous years.

So it seems like the company is doing pretty well, and Alison is particularly valuable because new projects are coming in and she's helping train and educate the new project managers the company has hired.

Alison can reasonably request a raise to about \$80,000 because that is her approximate market value and, although project managers in her industry and region are paid around \$75,000, she's particularly valuable to her company. Her company also seems to be doing pretty well recently, so it's likely the growing business will value her skillset and experience more than other local companies might. This seems like a pretty big request, but the research she has done supports it.

You may already have everything you need to request a raise

Now that you've estimated your market value and have adjusted that estimate to account for your value at your specific company, you have your goal. Now it's time to move forward and make your best possible case to justify your goal.

Real talk: You may not need most of the remaining information in this chapter to get a nice raise. Your best ammo is the market mid-point data, augmented with a general sense of how you stack up against an “average” employee doing your job. So you could stop reading right now, call your manager up and say, “The mid-point for my job in our industry is \$80,000 and I’m only making \$65,000. Can we adjust my salary to align with the market?” Sometimes, that’s all it takes. Some companies’ HR departments are very attuned to the market, and expect they’ll need to adjust salaries to align with the market over time. Your request could be just the push they need to look at your particular situation and make an adjustment.

The problem is you can’t really know whether this sort of request will be sufficient until *after* you’ve made it. And since you don’t know what you don’t know, the best strategy is to present the most compelling case possible for your raise up front.

How do you do that?

2. Document your accomplishment and accolades

Before we dive in here, let me tell you that the rest of this chapter is going to look a *lot* like “How to get your next promotion”. I really wrestled with whether I should present promotions and raises as a single concept in a single chapter. I decided there are subtle differences and that companies have different motivations for each thing. Those subtle differences were enough that I felt they should be separate chapters. So what you’re reading isn’t just a hasty copy-and-paste job. These processes—asking for a promotion, and asking for a raise—are different, but they’re also similar.

Remember that your primary reason for requesting a raise is that the salary you’re being paid doesn’t reflect your current value to the company. That salary was set some time in the past, so your argument is that you are more valuable now than you were when your current salary was set.

So you need to identify the specific reasons—the things you’ve done since your current salary was set—why your value exceeds your salary. These are your *accomplishments*. You should also document positive feedback from your colleagues and clients, demonstrating that your work has positive impact on the company, and showing that others have noticed the additional value you bring to the company. These bits of positive feedback are your *accolades*.

Accomplishments

Accomplishments are things you’ve done to add additional value to your company by helping it make more money or save money.

As you become more experienced in your job, you'll usually see things you can do to make things more efficient. Sometimes your manager will ask you to do those things, and sometimes you'll find them on your own. The things you do to make your company more efficient are the things that add additional value to the company. I'm not talking about simply doing your job. I'm talking about doing things that demonstrate increased productivity in your job and add additional value to your company.

Let's look at our example of Alison, a Project Manager. What sort of accomplishments might demonstrate that she is making the company more money or saving the company money? If she was hired with an expectation that she would manage three big projects at a time, then she can make the company a lot more money if she manages four big projects at a time, and continues to manage them well. She could also save the company money by streamlining Project Management processes at her company. She could find tools to make her job and her peers' jobs easier, she could create a new process that eliminates some steps in each project, or she could create training that synchronizes all of the Project Managers so they're following a common process that makes auditing and bookkeeping easier for the Accounting team.

In short, Alison can add more value to the company by increasing her productivity and the productivity of her peers.

She can also add more value to the company by taking on responsibilities outside of her normal job description. One way she could do this is by taking some things off of her manager's plate, allowing her manager to do

more productive things and gaining her some industry-specific experience in the process.

As you accomplish new things and find new ways to make or save your company money, keep a spreadsheet or a text document where you jot things down as you do them. Note that I said “jot things down”. You’re not writing a book about your accomplishments, you’re keeping brief notes to use later when you build your case.

Record them in this format: *Verb* → *noun* → *result*.

"*Verb* → *noun*" is the thing you did. "*Result*" is the value added by the thing you did, preferably quantified in dollars.

Here are some examples:

- Actively managed four concurrent projects (up from three), bringing an additional \$20,000 in revenue this year.
- Created a better Sales handoff process in order to make the process faster and to avoid common misunderstandings that often cost time and money during projects. Made the company an additional \$5,000 on one project by identifying an undersold project during this process.
- Took control of the new project assignment process from Tiffany, saving her about two hours a week.

Note that this can be a useful format on your résumé as well. Most people just list the “verb → noun” part in their “Accomplishments” or “Experience” section, but they’re missing an opportunity to describe the value they brought to the business by doing that thing. The “result” part is how you communicate that value.

“I shoveled snow” isn’t nearly as compelling as “I shoveled snow so you can get your car out of the garage, saving you 30 minutes.”

Having trouble thinking of things you've accomplished? Here are some questions to get your mental wheels turning:

- What things are you doing more of than you did when your current salary was set?
- How have you made yourself and your peers more productive so that they can do more work with the same resources?
- What new responsibilities have you taken on that you didn’t have when your current salary was set?
- What other ways are you making your company more money or saving money?

Accolades

Accolades are praise and awards you’ve received over the past several months. Accolades are helpful because they demonstrate to your company’s management that others have noticed the great job you’re doing, even if your managers haven’t.

There's a good chance you already have accolades in your inbox if you know where to look. Start by searching your inbox for phrases like "thank you", "well done" and "great job" to see if you already have accolades from clients or coworkers. When you find good examples, move them over to a separate folder so it's easy to find them again later. You can also use that folder to capture new accolades as they come in.

The two main types of accolades you're likely to find are specific praise from a client or coworker, and awards or recognition for a job well done. For specific praise from a client or coworker, record who gave the praise, and either a summary of their feedback or a specific quote from them if you have one. For awards and other forms of recognition, record the award name or description and the project or accomplishment that earned you the award.

If possible, you should focus on accolades that have a quantitative component (additional money made or money saved), but this isn't strictly necessary.

Here are a few examples:

- ACME Corp—"Alison really nailed this project. She kept us on track and informed the whole time, and did a great job of identifying risks well ahead of time. She made this project easy for us and even helped us finish three weeks ahead of schedule." —Tom Thompson, VP of HR

- Spotlight Award—For working three straight weekends on pre-sales for the ACME Corp deal to close it before end of year, bringing in an additional \$15,000 in revenue for 2014.
- “Alison introduced a new time tracking tool that saves every Project Manager about three hours a week in administrative time. This has saved our team over a hundred hours so far this year.”—Christina Smith, PMO Director

While you're collecting examples of accolades, keep an eye out for accomplishments you forgot about. If you find any new accomplishments, make sure you go back and add them to your list of accomplishments.

3. Prepare your case

The best way to prepare your case is to write it down. As it turns out, you'll also want to have a written summary of why you deserve your raise later on (see the “Present your case” section below), so we're going to kill two birds with one stone in this section by building an email that summarizes your case.

Here's what your case for a raise will look like once you've written it down. I've numbered each section on the left side so we can talk about it afterward.

1	<u>To:</u> [Your manager's email address]
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2	<u>Subject:</u> [Your name] salary adjustment discussion—follow-up
3	Hi [Your manager's name]
4	Thanks for your time the other day. As we discussed, it has been [amount of time] since [“my last significant salary adjustment” OR “since I was hired”], and I would like to revisit my salary now that I'm contributing much more to the company. I've been researching salaries for [job title] in [industry] industry, and it looks like the mid-point is around [mid-point from your research]. So I would like to request a raise to [target salary].
5	I've been working very hard to find ways to contribute value to our company. Here are some of my accomplishments over the past several months:
6	<ul style="list-style-type: none"> • Verb noun to result • Verb noun to result • Verb noun to result • Verb noun to result
7	And here is some feedback I've received from clients and coworkers over the past several months—their feedback speaks louder than anything I could say: <ul style="list-style-type: none"> • Client or coworker name—“Quote” or general feedback documented in email or survey

8	<ul style="list-style-type: none"> • Client or coworker name—“Quote” or general feedback documented in email or survey • Client or coworker name—“Quote” or general feedback documented in email or survey
9	<p>I believe these accomplishments and feedback show that my work merits a higher salary, and [target salary] seems well aligned to the current market and with the additional value I am adding to our company since my current salary was set. I look forward to hearing what I can do to help make this happen.</p>
10	<p>Thanks again for your time and consideration!</p> <p>All the best</p> <p>[Your name]</p>

Now, all you need to do is go through the template and replace anything in **bold** with the appropriate piece of information. This should be pretty easy because you’ve already done all the hard work when you did your research earlier. Feel free to edit this email to make it your own. This is just a template to get you started and show you the bare necessities you should include to make this as useful as possible.

Let’s go section by section to build your email and make your case.

1. Address

You're writing this to your manager or whoever who you'll speak to about your raise.

2. Subject

Make sure you include your name in the subject, and make it clear exactly what this email is about.

3. Greeting

Keep it short and sweet: "Hi Tina" will do. The bolded part is "Your manager's name" because I'm assuming you'll send this written request to your manager. If you're sending it to someone different, you'll want to change that to their name.

4. Introduction and request

Cut right to the chase and make it brief, specifically listing your desired salary.

Notice that I recommend you state the midpoint from your market research *before* your desired salary. This is so that the first number is a market number—a fact that is determined by external forces—and that should soften up your manager for your request. Your request will seem much more reasonable when presented immediately after the market-set midpoint.

You may also notice that the example refers to a conversation that has already happened (“Thanks for your time the other day.”). That’s because you won’t send this email cold—it will be a follow-up to a verbal conversation if at all possible. We’ll talk about that conversation more in the “Presenting your case” section below.

5. & 6. Accomplishments sections

Lay out your case as succinctly as possible. You should list no more than five accomplishments, so be sure to pick your strongest ones. This email isn’t a complete historical record of everything you’ve ever done for the company. This is a skimmable document that makes a strong case for whoever is holding the purse strings to give you a raise. You want the person reading this to think, “She’s already adding so much more value to the company then when she was hired. This seems like a totally reasonable request given all the money she has made and saved us since then.”

One of the benefits of preparing your case ahead of time is that you can be confident that your case is strong before you present it. If you have trouble with this section, that’s a red flag that your case may not be as strong as you anticipated, and you may not have earned as much of a raise as you thought. This isn’t an ironclad rule, but I recommend covering a reasonable amount of time (several weeks or a few months) in this section so that your case is as compelling as possible when you finally present it.

7. & 8. Accolades sections

Again, this should be brief, but should highlight your best results from the past six months to a year. This isn't a complete record, it's a skimmable list that should raise eyebrows when others see it. Remember that the person approving this raise may not know who you are, so you're giving them a short summary of your accolades to let them know that they should be impressed with you because other people are impressed with you.

This section is less crucial than the "Accomplishments" section, but it really helps. If you have trouble completing this part, you may still move forward with your request, or you may not. Some jobs are very solitary and simply don't garner accolades from clients or peers. I strongly recommend you have at least a couple items in this section before you present your case, but if your "Accomplishments" section makes a very strong case on its own, this section may not be necessary.

9. Conclusion and repeated request

State your request and make your case again as concisely as possible. No more than two or three sentences.

10. Signoff and signature

Thank your manager for her time and keep it brief.

Everything has now come together so that you know what you're pursuing, and you have a written case that summarizes why you should be given a

raise. This should help clarify your own objectives, and it will provide a handy reference for you as you present your case.

4. Present your case

Now you're ready to present your case and request your raise. The proof is in the email you drafted. You have a list of things you've done that demonstrate that you're adding more value than you were when your current salary was set, and you have praise from clients and colleagues to help drive things home.

Although you've written a strong email that makes your case well, I don't recommend dropping that on your manager without some sort of warning. First, you should meet with your manager and ask for your raise, then you'll follow up on your request by sending the email you composed.

Schedule a meeting to ask your manager for your raise

If you have regular 1-on-1s with your manager, then you should bring this topic up in your next 1-on-1. If you don't have regular 1-on-1s scheduled, or if your 1-on-1 is frequently cancelled, you should reach out to your manager and let her know that you would like to meet soon to talk through some questions you have. Try to get a specific date and time on the calendar so that you can prepare for the conversation and so that you can be sure the

conversation happens. You may need to take some initiative here to ensure that you have an opportunity to talk with your manager.

Once you're having this conversation, you can say something like, "I've been doing some research, and I think I might be pretty far below the midpoint for my job in the current market," or "I've been here for three years now and have gotten pretty small raises along the way despite taking on more and more responsibility. I've looked into the market value for my current job and it seems like my pay is a bit below the midpoint. I wonder if we can talk about what it would take for me to get a raise to bring me closer to the market pay for my job."

Hopefully your manager will talk with you about this and give you some sense of how likely a raise might be. Because you have been working hard and have done your homework, you will already be prepared to back up your request with your research, accomplishments and accolades. You'll want to emphasize that you've already been working hard to find ways to make yourself and your peers more efficient and productive, and that you think you've already justified the salary you're requesting. Then let your manager know you'll follow up with a short, written summary of your request after your meeting.

Send your email after you've spoken to your manager

Once you've spoken to your manager, review the email you drafted in the "Prepare your case" section above, and make any changes that seem

necessary after your conversation. You don't want to send outdated information in the email. Once you've made any updates, go ahead and send it along to your manager for review and consideration.

You might be wondering why you're sending an email that says the same thing you asked for in your meeting. The email acts as a record of your request, and it is forwardable—this is the key component. After you request your raise, your manager will almost certainly have to run your request up the chain of command. At every stop along that chain, someone will need to be convinced that you've earned this raise, approve it, and pass it on to the next link in the chain for approval. Your email makes your case clearly and succinctly and will make your manager's job easier, which increases the likelihood of your request being approved.

Once you've sent the email, the actual raise is largely out of your hands. As we discussed earlier, there are many factors that companies consider when setting salaries, and some of those factors have nothing to do with you specifically. All you can do is make the most compelling case possible and hope that you get what you're asking for.

If you get what you asked for, congratulations! Your work here is done!

If you don't get your raise, work with your manager to formulate a plan

If you didn't get what you asked for, you should ask your manager to help you formulate a plan to achieve your goal. "I'm disappointed that we couldn't adjust my salary to \$75,000. Can we please talk about what I need to do, specifically, to earn that raise? And can we talk about a timetable for when it might be feasible?"

Your manager may be able to work with you to put a plan and timeline in place so that you know exactly what you can do to earn your raise. This is also a good outcome as it provides clarity and gives you a clear path to follow.

You may need to consider other options

Sometimes you won't get what you asked for, and your manager won't be able to offer a plan to achieve your goals. That's disappointing, but it's also an informative outcome: You now know that the salary you feel you deserve isn't attainable at your current company or in your current job.

If your request for a salary increase isn't granted, and your manager can't help you formulate a plan to earn it, you should take some time to do some soul searching. It's possible you're simply not as prepared to request the salary as you thought you were. Listen carefully to your manager's feedback and consider whether you jumped the gun. You may have overestimated the value of certain projects or skills at your particular company.

After some soul searching, it may be time to start looking elsewhere for better opportunities where you can grow and be compensated as you feel

you should be. You may be undervalued or *other*-valued in your current position at your current company.

What do I mean by “*other*-valued”? It’s possible you’re extremely good at what you do and you have accomplished a lot in your current role, but your specific company or industry simply doesn’t value your skillset. Maybe you’re really, really good at client-facing customer service, but your company is outsourcing that function to another company or working to automate customer service as much as possible. Or maybe you’re very strong in a certain technology that your company just doesn’t use very much.

Either way—if you’re undervalued or *other*-valued at your current job—it may be time to start searching elsewhere for better opportunities.

What about a promotion?

It’s also possible you should *actually* be requesting a promotion because the salary you requested is above the top of your current paygrade (see the “How companies manage their salary structures” chapter for more information on paygrades). Your manager may tell you this explicitly—“That raise would put you above the top of your paygrade”—or implicitly—“That would move you higher than most of your peers.” Either of these responses may mean that your best opportunity to keep things moving forward may be to pursue a promotion.

This can also happen when the market data you found doesn't distinguish between levels of a position (Project Manager I, Project Manager II, etc.) in the same way as your company. Your research may indicate the midpoint for your job in your industry is \$50,000, but maybe your company has split that job into two tiers—Junior and Senior. Moving up to \$50,000 may move you above the top of the “Junior” paygrade, while it would leave you below the midpoint for the “Senior” paygrade. You may need to pursue a promotion to move yourself into a higher paygrade so that you have more room to increase your salary closer to the market midpoint.

If you find that you really should be pursuing a promotion, you're in luck! The previous chapter, “How to get your next promotion”, will guide you through the process.

Looking ahead

Now that the potentially bad outcome is out of the way, let's talk about the good outcome you were pursuing and hopefully achieved—you got your raise! Now what?

By earning this raise, you have demonstrated that you're helping your company make more money or save money beyond what was expected of you last time your salary was set. But don't sit still! Now is a good time to start looking ahead at your career path, identifying positions where you can move to a higher paygrade, giving yourself more room for your next raise.

Summary

Raises are different than promotions because raises focus on the *quantitative* value that you add to the company whereas promotions often focus on *qualitative* measurements and accomplishments.

The process to ask for a raise has four steps:

1. Define your goal
2. Document your accomplishments and accolades
3. Prepare your case
4. Present your case

1. Define your goal

To define your target salary, estimate the market value for your skillset and experience and adjust that estimate to reflect your current value to your company. Start by reading “How to estimate your market value”, then adjust your market value estimate to reflect the current situation at your specific company. Your value to your company is probably within 10% or so of your market value.

Once you’ve done this analysis, you have your goal—your target salary.

2. Document your accomplishments and accolades

Your primary reason for requesting a raise is that your current salary doesn't reflect your value to the company. So you need to identify the specific reasons—the things you've done since your current salary was set—why your value exceeds your salary. Try to list accolades that clearly demonstrate that you either made the company more money or saved the company money in some way. These accomplishments and accolades are the foundation of your case for your raise.

3. Prepare your case

The best way to lay out your case is to write it down. You'll build an email to send to your manager to formally request your raise later on, so you'll prepare your case by writing that email. Here's a brief summary of each section of your email.

Greeting—Keep it short and sweet.

Introduction and request—Cut right to the chase and make it brief. Start by stating the market midpoint you found in your research, then ask for your target salary.

Accomplishments sections—Start with a short introduction explaining that these are the things you've accomplished that demonstrate the additional value you bring to the company since your last major salary adjustment. Try to focus on accomplishments that have a numeric (preferably dollars) component. Then list your accomplishments (no more than five) in a bulleted list.

Accolades sections—Start with a short introduction explaining that this is feedback you've gotten over the past several months. Then list your accolades (no more than five) in a bulleted list. Try to focus on accolades that show where you've either made the company money or saved money.

Conclusion and repeated request—State your request and make your case again as concisely as possible. No more than two or three sentences.

Signoff and signature—Thank your manager for her time and keep it brief.

Now you've got a short email that summarizes your case for the raise you're requesting, and you'll send this email after a verbal discussion with your manager.

4. Present your case

First, you want to verbally request your raise from your manager. It's best if you can do this in a regular 1-on-1, or you might want to specifically schedule a short meeting to talk this over. Be persistent—it can sometimes be difficult to arrange this meeting if your manager is usually pretty busy.

When you verbally request your target salary, be sure to emphasize the ways in which you are adding greater value to the company in your role. Focus on ways you have increased efficiency or productivity, and ways in which you've made or saved the company money.

Once you've had the verbal discussion, you should review the email you composed in the "Prepare your case" section and make any updates that may be needed after your conversation. Once you've updated the email and you're comfortable that it reflects your goal and makes the best possible case for your request, send it to your manager.

If you don't get your raise, work with your manager to formulate a plan

Even if you've put in the work and presented an excellent case, you may not get the raise you requested. If this is the case, you should ask your manager to help you formulate a plan to achieve your goal.

But sometimes your company simply can't or won't be able to pay you the salary you feel you deserve. If that's the case, do some soul searching to determine if you just need to be patient and continue acquiring experience before you're ready to command the salary you're targeting.

If you feel you're adding more value than when your salary was set, and you can quantify the money you're making or saving for the company, you may be *other*-valued at your current company. That's my way of saying that you have a robust skillset and experience, but your particular skillset and experience simply aren't that valuable at your current company or in your current industry. In this case, you may need to look for opportunities at other companies that value your specific skillset and experience.

What about a promotion?

You may find that you are unable to reach your target salary because your current paygrade tops out below your target salary. In that case, you may need to pursue a promotion to a job with a higher paygrade so that you have more room for your salary to increase. See the “How to get your next promotion” chapter for a detailed overview of this process.

Fearless Salary Negotiation

A step-by-step guide to getting
paid what you're worth

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