

# **FEARLESS SALARY NEGOTIATION**



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

**JOSH DOODY**

# 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  
#1 Best Seller** by Josh Doody.

Buy the full Amazon Kindle or paperback edition here:

[FearlessSalaryNegotiation.com/get](http://FearlessSalaryNegotiation.com/get)

© Copyright 2015 Josh Doody

---

# SAMPLE

---



## How to get your next promotion

Requesting a promotion can be intimidating. Here are some common reasons you might use to talk yourself out of asking for a promotion, along with my response to each:

- **I don't even know how to ask for a promotion. Do I ask in person? Through email?** We'll cover this in detail. You will start by asking in person, then follow up with an email—I'll walk you through both.
- **What if my manager says no?** I'm going to help you put together a very strong case to minimize this possibility. But even if your manager does say no, that's okay because you can still say, "Okay, I understand. Can you help me understand *why I'm not ready* for a promotion so that I know what to work on?"
- **Do I deserve a promotion?** It's not about the time you put in, but the value you add to your company. I will help you demonstrate that you've *earned* a promotion.
- **Don't I just need to work harder and harder until I get a promotion?** It would be nice if it were this simple, but this just isn't how companies work.

- **Don't I have to wait until my next performance review?**

Nope!

What about raises? At the end of this chapter, I'll cover the very general "standard raise" that often accompanies a promotion. My assumption is that a promotion really contains two components: a title change and a consummate increase in pay. This isn't always true, but it's the case most of the time. As I mentioned in "Do you have to quit your job to get a big raise?", many companies have a rubric they use to determine the specific raise amount that accompanies a promotion, so this chapter assumes some sort of rubric will be used to determine the raise that should accompany your promotion at your company.

In the next chapter, "How to get your next raise", I'll talk about requesting a raise to bring your compensation into alignment with your market value. So if you're not looking for a title change, and are just looking for a "market adjustment" or more money for your current role, you may want to jump to that chapter. If you're looking for a title change *and* a market adjustment, just keep reading through this chapter and the next.

Okay, back to promotions! When you ask for a promotion, you're asking that your title and salary be adjusted to reflect the increased value you are adding to the company since you began working in your current role. That "increase in value" may be that you're managing more people, taking on bigger projects, creating collateral that others are using to be more efficient at their jobs, doing things outside your current job description, or any number of other things that you weren't doing before.

Notice I didn't say "...increased value you *might* add to the company..." or "...you *will* add to the company..." I said "...the increased value you *are adding* to the company..." Companies generally don't promote people based on potential—they promote based on *results*.

Let's look at the high-level process for earning a promotion. It's pretty simple:

1. Define your goal
2. Produce results to show you're ready
3. Document your accomplishments and accolades
4. Prepare your case
5. Present your case

The goal of this chapter is that once you present your case, it'll be such a good case for a promotion that your manager and her manager, plus the Finance person who has to approve things, will be impressed and immediately see that you're doing your target job, so they'll say, "Well, it seems like he's already doing the job, so let's make it official and promote him!" Or, at the very least, you'll understand that although you feel that you've already demonstrated your readiness for a promotion, your company simply can't accommodate you, so you'll either need to put a plan in place to achieve your goal, or you may need to look at other options.

If you prefer to learn by doing, take a look at "How to get promoted in 7 days", a companion email course for this chapter. It's a step-by-step guide

that walks you through the entire promotion process in seven quick lessons. Get it for free at [FearlessSalaryNegotiation.com/promotion-course](https://fearlessSalaryNegotiation.com/promotion-course).

## 1. Define your goal

What really matters is that you know where you want to be promoted. *Specifically*, I mean. Not “I want a promotion”, but “I want to be promoted to Engineer II” or “I want to be promoted to a role in Operations.” This matters because you need to know how your target role is different from your current role so that you can identify opportunities to do things associated with your target role.

There are two common types of promotion: straight-up and over-and-up.

### Straight-up promotions

With a straight-up promotion, you’re just moving to the next job above your current one on your career path. Most straight-up promotions look something like this:

- Engineer → Engineer II
- Associate Consultant → Consultant

If you’re an Engineer, you might move up to Engineer II. If you’re an Associate Consultant, you could move up to Consultant. Sometimes you’ll

move from an individual contributor role like Engineer III up to a managerial or supervisory role like Technical Lead.

For straight-up promotions, the easiest way to learn what makes your target job different from your current role is to compare the two job descriptions. This should be pretty easy because most job descriptions within a career path are literally copied and pasted with minor updates. By looking at the job descriptions, you can clearly see what your current job responsibilities are, and then you can see what additional responsibilities accompany the description for your target job.

## **Over-and-up promotions**

With an over-and-up promotion, you're moving "over" into a different part of the business and "up" into a new role. Your target job might be *related* to your current job, but isn't necessarily on the same career path. If you're in Consulting, maybe you could move over and up to Product Management. If you're in Finance, you could move over and up to Operations.

It can be a little tricky to figure out the difference between your current job and your target job when you're pursuing an over-and-up promotion. If the new job you're targeting is outside your current group, run it by your manager first. You may need to explain that you're interested in a new role, and you want to get experience with it to see if it might be a good option for you in the future. Be as transparent as possible so that your manager doesn't think that you're being sneaky, and so you can avoid any political landmines that may be lurking.

Next, compare the job descriptions to see if you can identify things that your target job requires, but that your current job doesn't. If you can't find a job description for your target job, or if you're having trouble comparing your target and current jobs, you can reach out to your manager or HR to see if they have the job description or can put you in touch with a manager in that part of the company. You could also reach out to someone who's already doing your target job in that part of the company, and ask them if you can set up a 20-minute call to talk about their job—what they do, their day-to-day—so you can learn more about it.

When you're comparing your job description to the one you're targeting, don't get hung up on "years of experience"—look at everything else. Here's what you really want to know: *What does the new role require that I'm not currently doing?*

Your takeaway from this section is that you have some idea what you're shooting for (a promotion), *and* you know what you can do to demonstrate that you have already earned that promotion before you request it.

## **Do you want to do that job?**

This may seem silly, but it's important: Now that you have a clear picture of what your target job is, do you want to do that job? If your answer is "Yep!" then you're in good shape and ready to move on to the next topic, "Produce results to show you're ready".



But if your answer is "I'm not so sure", then consider looking for other jobs that are more interesting. You could talk to your manager about other opportunities in your company, and ask for suggestions that might suit you and your skillset. Maybe your manager can suggest some jobs you might enjoy and put you in touch with other managers in that area.

Once you find a job you want to pursue, you can loop back here to “Define your goal” and do some research to determine the differences between your current job and the new job you're targeting.

## **2. Produce results to show you're ready**

The first part of defining your goal is determining what you're after. The second part of defining your goal is determining the differences between your current job and your target job. The third part of defining your goal is to create a specific plan—a roadmap—to get experience with each of those differences to demonstrate that you're ready for this promotion.

### **A CEO tells me what managers look for**

A few years ago, I had an opportunity to talk with the CEO of a large public utility company. We met in his office on the top floor of a tall building and we talked for 90 minutes. This was extremely generous of him—think how much his time must be worth—and I wanted to make the most of it.

Our conversation covered a lot of ground, but there's one question and answer combo that really stands out to me, even now. I asked, "How do you find the people that you promote to be your VPs and SVPs?" I wanted to know the secret sauce for finding untapped potential, for identifying future superstars so that I could get promoted myself, and so that I too would know how to find talent.

His answer was, "I look for people that are already working in and exploring areas outside their own, and I promote them." In other words, he was looking for people already doing the jobs he needed to fill.

I expected him to use words like "potential" and "future", but instead he used the word "already". I learned that business managers don't generally promote people based on *potential*, they promote them based on *results*. *They're looking for people who have already demonstrated that they can do the job*. They may have to train them on the specific details or operational duties of the new role, but the major pieces are often in place before the promotion.

In hindsight, this is obvious. Managers are very, very busy people. They don't have much time to teach people how to do new jobs. They barely have enough time to delegate and manage the business they're responsible for running. So they're not looking for *potential*, they're looking for value *right now*.

**Do the job, then ask to make it official**

From this perspective, a promotion looks a little different. Instead of something that's granted to you by managers when they think you're ready, it's something you do and then ask to make it official.

What does this mean for you? It means that those differences you found between your current job and the job you're pursuing are things you need to accomplish *now* to make your case for a promotion *later*. Those differences—the things you need to accomplish to demonstrate you're ready for your target job—are your roadmap to getting your next promotion. Now, you just need to start following that roadmap, putting a pin in each new skill or ability as you gain the experience you need to demonstrate that you're already doing your target job.

If you can do those new things without asking permission, just look for an opportunity and go for it. Of course you won't always be able to just start doing that new job, so you may need to think of other ways to get experience with your target job's duties. For example, maybe you're aiming for a promotion from Consultant to Senior Consultant, and the main difference between those two roles is that a Senior Consultant mentors other Consultants. Mentoring probably isn't something you can just do, so ask your manager if there are any good mentoring opportunities where you can be useful. "I'm really comfortable with the Consultant role, and am already documenting processes and creating training for new Consultants. If there are any Junior Consultants that need a mentor, I would love to work with them."

In the sections below, you'll build your case for a promotion, and the strongest component of your case will be that *you're already doing that job*. When you go to your manager to ask for a promotion using the method in this book, you will say something like, "I looked into it, and I think I've been doing the Senior Business Analyst job for the past few months. What else can I do to make things official with a promotion to Senior Business Analyst?"

### **3. Document your accomplishments and accolades**

A big step toward making your case for a promotion is to document your results. Many people are uncomfortable with this step, and this is why they often find themselves waiting for a promotion to come to them instead of going after it. But it's up to you to make sure your accomplishments are recognized. Many managers are so busy that they may not be aware of what specific things you're doing to excel at your job. This is how you'll make sure your manager knows you are excelling at your job and ready for this promotion.

#### **Accomplishments**

*Accomplishments* are the things on your roadmap that you've done to demonstrate that you're ready for this promotion.

Once you've begun acquiring experience in line with your desired promotion, you should start documenting your accomplishments immediately. Just 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.

Here are some examples:

- Documented teammate onboarding process to make it reusable and to help decrease the time to productivity when new people join our team.
- Took online seasonal forecasting course to help with 2016 forecasting effort.
- Mentored Jeff as he built a client's blogging application in Ruby so that he can work on other Ruby projects in the future.

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 “to result” part is how you communicate that value.

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

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

- When did you go the extra mile for a client?
- How have you saved your team money?
- How have you made your team more efficient?
- What was your most recent learning experience?
- Have you made any suggestions that worked well and improved your team?

## **Accolades**

*Accolades* are praise and awards you’ve received over the past several months. 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 that 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.

Here are a couple examples:

- ACME Corp—“Shannon 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.” —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 2014.

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.

## **4. 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 promotion 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 promotion 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	<b><u>To:</u> [Your manager's email address]</b>
2	<b><u>Subject:</u> [Your name] promotion discussion—follow-up</b>
3	Hi <b>[Your manager's name]</b>
4	Thanks for your time the other day. As I mentioned in our conversation, I would like to be considered for a promotion to <b>[target job title]</b> .
5	I've been working very hard to prepare for this opportunity, and I think I am ready. Here are some of my accomplishments over the past several months:
6	<ul style="list-style-type: none"><li>• <b>Verb noun to result</b></li><li>• <b>Verb noun to result</b></li><li>• <b>Verb noun to result</b></li><li>• <b>Verb noun to result</b></li></ul>
7	



8	<p>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:</p> <ul style="list-style-type: none"> <li>● <b>Client or coworker name—"Quote" or general feedback documented in email or survey</b></li> <li>● <b>Client or coworker name—"Quote" or general feedback documented in email or survey</b></li> <li>● <b>Client or coworker name—"Quote" or general feedback documented in email or survey</b></li> </ul>
9	
10	<p>I believe the accomplishments and feedback above show that I am ready for this move, and for greater responsibility and compensation. I look forward to hearing what else you need from me to help make this happen.</p> <p>Thanks again for your time and consideration!</p> <p>All the best</p> <p><b>[Your name]</b></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. 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 you will speak to about your promotion.

## **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. Be as specific as possible about which job you're pursuing.

You'll note 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 promotion. You want the person reading this to think, “It looks like he's already doing this. Why haven't we already promoted him?”

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 be ready to ask for this promotion. 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 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 a promotion 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 promoted. This should help clarify your own objectives, and it will provide a handy reference for you as you present your case.

## **5. Present your case**

Now you're ready to present your case and request your promotion. The proof is in the email you drafted. You have a list of things you've done that demonstrate that you're already doing your target job, and you have praise from clients and colleagues to really 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 promotion, then you'll follow up on your request by sending the email you composed.

### **Schedule a meeting to ask your manager for your promotion**

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 thinking about my career path, and I would like to talk with you about

being promoted to Senior Business Analyst.” Hopefully your manager will talk with you about this and give you some sense as to how likely a promotion 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 accomplishments and accolades. You’ll want to emphasize that you’ve already been working hard to demonstrate your readiness for this promotion, and 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 ask for your promotion, 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 your promotion, 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 promotion being approved.

Once you've sent the email, the actual promotion is largely out of your hands. As we discussed earlier, there are many factors that companies consider when giving promotions, 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 promotion, 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 I couldn't be promoted to Senior Business Analyst. Can we please talk about what I need to do, specifically, to earn that promotion?"

Your manager may be able to work with you to put a plan and timeline in place so that you know specifically what you need to do to get your promotion. 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 promotion you feel you deserve isn't attainable at your current company or in your current part of that company.

The first thing you should do is take some time to do some soul searching. It's possible you're simply not as prepared to make that jump as you thought you were. Listen carefully to your manager's feedback and consider whether you jumped the gun. Sometimes, the surest way to a promotion is time and experience, and neither of those can be rushed.

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 that you have accomplished a lot in your current role, but that 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 is 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 company—it may be time to start searching elsewhere for better opportunities.

## 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 have achieved—you got your promotion! Now what?

By earning this promotion, you have demonstrated that you’re already doing your new job at a level that merits that title. Start pursuing your next challenge by identifying the job you’ll target next time you pursue a promotion. The sooner you start learning and demonstrating the necessary skills for your next job, the sooner you can revisit this process and start preparing your case for your next promotion.

## What about a raise?

Raises are such an important subject, I’m dedicating an entire chapter to them. In the next chapter, “How to negotiate your next raise”, I’ll walk you through the process requesting a raise to bring your compensation in line with your market value.

Still, I would be remiss if I didn’t at least give a general overview of the “raise” component of a promotion here. So this section is really just a

description of what is likely to happen if you get promoted and don't focus on pay at all.

## **Standard raises**

Most companies have some sort of policy in place to handle standard promotions and accompanying raises. Some companies simply have a policy that dictates a certain increase for each pay grade you move up. For example: If you move up one pay grade, you get a 4% raise; if you move up two pay grades, you get a 7% raise.

Some companies might do a more rigorous analysis by looking at your current pay, tenure with the company, time since your last promotion or raise, and other factors. At the end of this process, they'll pick some number—usually a percentage of your current salary—that represents the raise you'll get along with your promotion.

Very rarely, a company will promote you by changing your title and job responsibilities without increasing your pay. This might happen if you make a lateral move, which might mean you're pursuing a new job where you have little experience and will need to be trained. It might happen if the company is struggling financially and simply can't afford to give raises at the time of your promotion. It might happen because you specifically asked for a promotion, but did not specifically ask for a raise (this would be pretty unusual, but it's possible).

## **How to find out what your raise will be for this promotion**

So how do you find out what your raise will be when you're promoted? Just ask when you're requesting your promotion. You're already requesting your promotion in two ways: first, you're scheduling a 1-on-1 with your manager to request your promotion; second, you're following up with a written request via email. Those are both great opportunities to ask about a raise as well.

You literally just need to add a single sentence to your conversation with your manager and to your follow-up email. During your conversation, I suggested you say something like this: "I've been thinking about my career path, and I would like to talk with you about being promoted to Senior Business Analyst." All you need to do is add one more sentence, "I'm also curious what sort of raise might accompany this promotion." In your follow-up email, just add that sentence to the end of the "introduction and request" section.

That's it! All you're doing is letting your manager know you want this promotion and making sure she knows that you anticipate an accompanying raise. That will give your manager an opportunity to let you know what the typical raise might look like or she might tell you that there's no raise available with the promotion you're pursuing.

## **If the available raise isn't enough, you may need to negotiate or consider other options**

If the accompanying raise isn't sufficient, you may need to negotiate a bigger raise. I'll cover that process in more detail in "How to negotiate your next raise".

If there's no raise available with the promotion that you're pursuing, you may need to consider other options by either pursuing a different promotion or looking for opportunities outside of your current company.

## **Summary**

A promotion is acknowledgement that you have taken on responsibilities that align with the next job in your career path. Requesting a promotion is simply requesting that your company acknowledge that you are already doing things that align with a different role by giving you the title and pay associated with that role.

The process to ask for a promotion has five steps:

1. Define your goal
2. Produce results to show you're ready
3. Document your accomplishments and accolades
4. Prepare your case
5. Present your case

## **1. Define your goal**

There are two main types of promotion: straight-up and up-and-over. In either case, you need to determine *specifically* where you want to be. Determine which specific job you want to be promoted into.

Once you've determined the specific job you're targeting, learn enough about it that you can identify the differences in the requirements for that job and your current job. The differences between your current job and your target job are your roadmap—those are the things you need to gain experience with to demonstrate that you've earned this promotion.

Before you continue, take some time to evaluate your target job and ask yourself if you really want to do that job. Sometimes, learning more about a target job might help you realize that it's not a good fit for you.

## **2. Produce results to show you're ready**

Managers don't generally give promotions and raises based on *potential*; they give promotions and raises based on *results*. Your task is to demonstrate that you're already doing the job you're asking for.

When you defined your goal, you created a roadmap of differences between your current job and target job—now it's time to follow that map to gain the experience you need to show you're ready for your promotion. Your plan is to do your target job, then ask to make it official with a promotion.

### **3. Document your accomplishments and accolades**

As you acquire new skills and find ways to do the job you aspire to, be sure to record your accomplishments and accolades—they are the foundation of your case for your promotion.

### **4. 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 promotion 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. Be as specific as possible about which job you're pursuing. This is also where you should ask about an accompanying raise if you earn your promotion.

**Accomplishments sections**—Start with a short introduction explaining that these are the things you've accomplished that demonstrate your readiness for the new role or raise. 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.

**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 promotion you’re pursuing, and you’ll send this email after a verbal discussion with your manager.

## **5. Present your case**

First, you want to verbally request your promotion 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 the specific promotion that you’re pursuing, be sure to emphasize that you’re already doing the things that justify your request.

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 are

needed after your conversation. Once you've updated the email and you're comfortable that it reflects your goals and makes the best possible case for your request, send it to your manager.

## **If you don't get your promotion, 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 promotion you requested. If this is the case, you should ask your manager to help you formulate a plan to achieve your goal.

But sometimes a promotion at your current company just isn't in the cards. 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 make that next move.

If you feel you've put in the work and demonstrated that you're ready for a promotion, but it still isn't available, you may be *other*-valued at your current company. In other words, you have a robust skillset and experience, but they simply aren't that valuable at your current company. In this case, you may need to look for opportunities at other companies that value your specific skillset and experience.



## **What about a raise?**

Most companies have a standard raise amount for most promotions. You should ask your manager about your promotion's accompanying raise during your 1-on-1 where you request your promotion, and again in your follow-up email. If the standard raise is satisfactory, you probably don't need to do anything as it will almost always be included with your promotion. If the standard raise is unsatisfactory, you may need to negotiate for a bigger raise. See the "How to get your next raise" chapter for a detailed overview of this process.

# 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  
#1 Best Seller** by Josh Doody.

Buy the full Amazon Kindle or paperback edition here:

[FearlessSalaryNegotiation.com/get](http://FearlessSalaryNegotiation.com/get)

© Copyright 2015 Josh Doody