



Getting What You Want at Work:
Raises, Promotions, and Going For Your Goals

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INTRODUCTION

Asking For What You Want vs. “Faith” and

In October 2014, Microsoft CEO Satya Nadella, created a huge stir at a conference celebrating women in technology.

In response to a question about what advice he'd give to women considering asking for a raise, Nadella suggested that they should “have faith in the system” and trust in “good karma”.

These comments (which Nadella later disavowed) were met by much of his audience with skepticism—to say the least. Audience members audibly gasped, and the Twitter response was swift and pointed: in the eyes of many, waiting on “karma” might mean waiting an awfully long time.

The remarks hit a nerve for many reasons, including the continuing pay gap between men and women, and the fact that, according to a recent *Glamour* magazine study, **only 43% of women had ever asked for a raise, as opposed to 54% of men. And yet, according to the same study, over three-quarters of the women surveyed who asked for a raise got one.**



Ready to get more out of your career? This booklet is for you.

Regardless of your gender, most career experts believe that making your case and asking (in a timely, considered way) for what you want is the best way to get the results you're looking for at work. If you're reading this, it's a pretty good indication that you've got the drive and desire to take the next step forward. We've prepared this eBook especially for people like you.

We'll start with advice on **getting that raise**. You know you've got to ask for it, but how? And possibly just as importantly, when?

Then we'll discuss the all-important **Annual Review process**. What do you need to know to prepare for your review? What if it doesn't go the way you'd like?

Finally, we've got some **advice for new managers**. Looking to shine while supervising people for the first time? How do you handle the awkwardness of going from being a co-worker's friend to being their boss? Can you be both? What's the best way to handle tough decisions?

Of course, we can't promise you'll get everything you want in your career. But we know that being persistent, being your own best advocate—and not relying on “karma”—will take you a long way toward your goals!

Securing the Raise You Deserve: Be Bold, Be Prepared

“One of life’s fundamental truths states, ‘Ask and you shall receive.’ As kids we got used to asking for things, but somehow we lose this ability in adulthood. We come up with all sorts of excuses and reasons to avoid any possibility of criticism or rejection.”

-Jack Canfield

According to a recent survey by Salary.com, only **41% of Americans ask their bosses for a pay raise—even though most bosses (84%) expect their employees to do so**. Why don’t people ask? Maybe they’re afraid, or maybe they’re just not sure of the right way to go about it. The good news is: you don’t have to be one of those people! If you’re smart about how you ask, time your request properly, and have the evidence to back it up, you can get a bump in your paycheck—and the boost of confidence that goes along with it.

Not Sure How To Ask? Just Do It.

For a lot of people, broaching the topic of compensation with their boss can feel...awkward. You might be tempted to find some clever or sneaky way to bring it up, or you might struggle to find just the right wording. But the advice of professionals on this topic is—well, a lot like the slogan of an Oregonian sneaker company you might have heard of. According to author Alison Green in U.S. News and World Report, a straightforward approach to asking is the best one. You might start off with something like “I was hoping that we could talk about my salary”, and—if your boss is receptive—follow up with the reasons why you deserve it.

While the direct approach is best, that doesn’t mean you can’t plan out what you want to say, or practice saying it, either in front of a friend or in front of a mirror. As the saying goes, fortune favors the brave—and being prepared will help embolden you to be even more brave!

Make Your Case—And Back it Up

Even if you work for the greatest company in the world (and maybe you do!) it’s unlikely that the higher-ups are going to give you a raise just out of the goodness of their hearts. You’re going to need to have to “sell” your boss on the idea that you’re worth more money. This means being specific about your performance, and how it merits a raise.

Here are some types of evidence you might want to have handy:

List of major accomplishments over the last year/since last raise

- ✓ Emails from co-workers or clients praising your performance
- ✓ Data showing how your contributions have directly helped the organization
- ✓ Salary information showing that competitors are paying more for your position

This is information you'll want to include on your resume as well (in case you don't get what you want or decide to pursue other opportunities). My Perfect Resume makes it easy to build a perfect, professional resume in minutes. Go [here](#) to give it a try.

Timing Your Request: Don't Wait for an Invitation!

As it is with most everything in life, timing is key when asking for raise. Most people actually wait too long. If you're asking during your Annual Review, it might already be too late: salary decisions are often made months before that.

Your timing could be important in other ways, too. Asking for a raise after you've completed a big project or earned praise from supervisors and/or colleagues is a great way to parlay your momentum into success. Similarly, asking for a raise when your company is doing well as a whole is a heck of lot more likely to work than asking during "down" periods. If things are going well—and you feel you've done enough to deserve a pay increase—that's time to strike.

On the other hand: if your company is struggling, you've had issues with your performance, or even if your boss is just having a bad day, that could be the time to hold off—and come back to fight again another day.

... You won't get a raise just for being a nice person, or meeting expectations. Make the case as to why you're valuable enough to be paid more.

How Much Should You Ask For?

As if the prospect of asking for a raise isn't already stressful enough, you also have to think about how much you want to ask for. Sure it would be great to double your salary—or at least get a 25% boost. But unless you're REALLY indispensable and/or in high demand, that isn't going to happen. The best way to know what to ask for is to do your research, and find out what other people in a similar position in your field make, and how it compares to your salary.

Asking for too much can literally short-change your efforts at getting a raise. But you also want to ask for what you're worth! For more advice on negotiating and some mistakes to avoid, check out this [article](#).

Asking For a Raise: Dos and Don'ts



DO

Ask for what you're worth

If your contributions aren't being fairly rewarded, ask for more. But don't overplay your hand! In most cases, 5%-10% is a good rule of thumb.



DO

Be proactive

Take the initiative in bringing up the topic and don't wait for your superiors to recognize your value.



DO

Your homework

Research the marketplace and know what others in your position are making. The more information you have at your disposal, the better your chances will be.



DO

Make the case for yourself

You won't get a raise just for being a nice person, or meeting expectations. Make the case as to why you're valuable enough to be paid more.



DON'T

Wait until the Annual Review

Decisions on compensation are often made well in advance of these reviews. Make your request early or you may have to wait another year!



DON'T

Ask for too much

Be reasonable. If the company is doing well, and you're indispensable, ask for a little bit more. But going overboard won't help your cause.



DON'T

Ask at the wrong time

Just had layoffs? Does your boss have other things on her mind? Wait until the timing is right to get the answer you want.



DON'T

Get discouraged

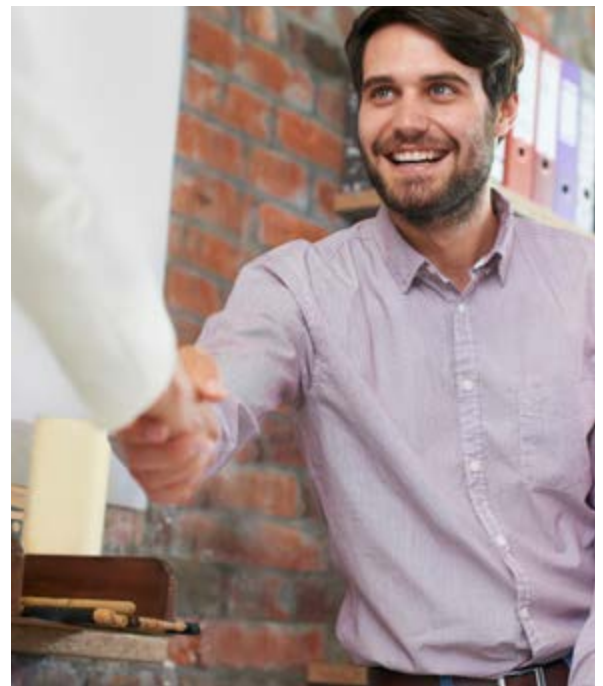
Didn't get what you were looking for? Keep working hard and adding value, and try again soon. Or you may want to explore new opportunities!

Acing Your Annual Review: Handling The Conversation

“There are no secrets to success. It is the result of preparation, hard work, and learning from failure.”

-Colin Powell

The annual performance review generates a lot of mixed feelings. On the one hand, it usually involves a bit of extra paperwork and bureaucracy, and it’s never terribly fun to be judged. On the other hand, annual reviews are often tied to raises and company bonus structures—so depending on your situation, it can be well worth looking forward to—and even demanding, if your company doesn’t have one. However you view your review, one thing is for sure: you’ll want to walk in prepared. With the right approach and the right attitude, annual reviews can be an opportunity in your career—as much, or more, than a chore.



Wait. Why Do We Have This Process, Anyway?

We were curious (and thought you might be too!) so we looked into it. Here’s what we found. In the early days of modern industry, employers paid little attention to the needs of workers, focusing instead on their own bottom line. But beginning in the 20th century, studies began to show that greater worker satisfaction led to increased productivity. In 1950, the Performance Rating Act established the first annual review system for federal employees, connecting compensation directly with these evaluations.

From there, it was only a matter of time before private industry got on the performance review bandwagon. In the 1970s, the term “performance management” was coined by Dr. Aubrey Daniels, and companies began to apply more scientific principles to evaluate and motivate their employees. By the 1980s, performance reviews had become a mainstay of management—and continue to be a part of many of our work lives today.

Getting Ready: Taking Stock of Yourself

If you're part of an organization that has a regular annual review process, you should have plenty of time to be prepared. You might want to start by taking stock of your past year at work: what are the successes you've had? What are the challenges? How well are you meeting business objectives, and what have you done to go above and beyond what's been asked to add value to the company? Having this information ready to go, either on a self-assessment form or just as notes will go a long way toward helping you manage the conversation with your supervisor. Don't be afraid to speak up: don't assume your boss already knows about your achievements.

Annual reviews are as much about looking forward as about looking back. This can be your opportunity to discuss your goals for the coming year. For instance, you might be interested in learning a particular skill (such as a software program, or a language), taking on increased responsibilities (such as managing processes or people) or meeting certain targets (such as sales goals, or social media hits). By having a positive plan of action, you can show that you're an asset to the company, and will continue to be in the coming year.

..... Don't be afraid to speak up: don't assume your boss already knows about your achievements.

Is This the Time to Ask for a Raise? A Promotion?

It really depends on the company. In some organizations, decisions about pay increases/bonuses are made months in advance of the annual review process. So it's probably a good idea to approach your supervisor about a raise well in advance of your review. For companies with a less formal process, an annual review can be an opportunity for you to suggest a bump in your salary—especially if you can supply the evidence that your performance merits it.

In terms of promotions, if you're looking to take on new challenges in the upcoming year, by all means mention this in your conversation. This could mean tackling on a new project, developing new skills, or taking on more of a leadership role. Even if your annual review doesn't result in the raise or promotion you were hoping for, it's worth taking the initiative: in a lot of cases, you won't get what you're looking for if you don't ask!

Following Through After The Review: What to Do With Your “Feedback”

OK. So you've made it through your review. Congratulations! In the course of your review, you've probably received some feedback on your performance: positive, negative, or both.

If the feedback isn't what you'd hoped for, a few pieces of advice. One, don't be defensive or argumentative. This won't help your cause. Instead, take notes on the feedback and try to improve in the coming year (and be sure to document your improvement). Two, don't get too down on yourself. Try to keep your review in perspective and maintain a positive frame of mind—this won't just help you feel better, it will likely help your career.

If the feedback is good, you can absolutely feel great about yourself—your career is on the right track. But it's not time to rest on your laurels! Each new year brings about new opportunities, so you'll want to set new goals and milestones.

It's also possible that you got great feedback, but didn't get what you were looking for in terms of a salary increase or promotion. This is the time to redouble your efforts: you might want to ask for another review sooner than next year, or simply begin building your case for a raise.

For more tips on what to do if your review doesn't go quite the way you expected or hoped, check out [this helpful article](#) from the folks at My Perfect Resume.

Annual Review: Dos and Don'ts



DO

Be ready to "market" yourself

Your boss/reviewer may not be aware of everything you've done. Be prepared to highlight your achievements during your review.



DO

Set goals for the coming year

HR professionals talk about "SMART" goals: Specific, Measurable, Assignable, Realistic, and Time-Related.



DO

Listen to the feedback you receive

Whether it's positive, negative, or both, incorporating review feedback into your day-to-day duties can only help you in your quest for success.



DO

Bring up compensation, if appropriate

If you work for a company without a strict compensation/bonus policy in place, the annual review could be the perfect time to ask for a bump in pay.



DON'T

Be defensive

Hopefully, your review won't involve any negative surprises. But if it does, stay calm, and take criticism as much as possible an opportunity to shine in the future.



DON'T

Wait for the review to address issues/problems

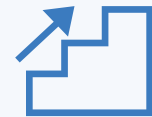
Ideally, if you have good communication with your boss/bosses, you should be aware of any issues well in advance of the review, and have time to correct them.



DON'T

Go in unprepared

Go in with a game plan: a list of your "wins", goals for the upcoming year, and areas for potential improvement.



DON'T

Forget to follow up after the review

Keep your feedback and goals in mind in the months after your review—and use your progress as a step toward future raises and/or promotions! opportunities!

Making The Jump to Management: Challenges And Strategies

“If you aren’t in over your head, how do you know how tall you are?”

-T.S. Eliot

If you’re moving—or thinking of moving—into management for the first time, congratulations! This is an exciting time in your career. But as with any new endeavor, it might take a little while to adjust to your role. Co-workers might see you differently now that you’re in charge. You might be wondering how much to personally take charge of, and how much to delegate. Here are a few tips and strategies that can help you glide into your new role smoothly—and set you up to reach the next level of career success!



Going from Peer to Boss

One of the biggest challenges you’ll have to face right off the bat is learning to manage your former peers. Going from being on equal footing with someone to being in charge of them can change your relationship and create awkward situations. According to Amy Gallo of the *Harvard Business Review*, the best way to handle this is to quickly establish your authority. Obviously this doesn’t mean lording your newfound power over your team or shouting out orders. But it does mean clearly communicating your approach to leadership—and your vision for your team.

As a leader, a big part of your job is to make the people under you and around you better. Which means not just communicating your philosophy and expectations, but listening to ideas, and asking your employees questions, such as “what do you need to do your job better?” or “are there any issues you’d like to bring up, either publicly or privately?” Treat your team like adults, and they will not only respect you more, but perform better. Remember, many of them probably think they could (or perhaps should!) be in your position!

Lastly, if you’ve established friendships with colleagues when you worked together at the same level, you don’t have to give them up when you become the one in charge. But you do have to maintain professional boundaries, be clear about expectations, and not let your employee take advantage of your “friendship”.

Managing People—All Kinds of People

In most offices, there are almost as many personality types as employees. As a colleague, you need to find ways to work with all these folks. As a manager, you need to not only work with them, but deal with conflicts among them, and conflicts they may have with you. You may find employees who try to test you in your new role, or take advantage of your personal relationship to get away with sub-par work. Or you might have two employees who have a problem with each other, either personal or professional, and you may need to de-escalate the situation.

⋮ **Treat your team like adults, and they will not only respect you more, but perform better.**

Whatever the case, there are steps you can and should take as a manager. One, have regular one-on-one meetings with each member of your team. This will help you keep tabs on their progress, and help head off issues and conflicts before they arise. Two, establish clear goals for your group, and make sure everyone on your team is on the same page. When everyone understands the game plan, your team can play (and work) together a whole lot more smoothly. Finally, while you might want to be the “fun” or “cool” boss with your former colleagues, it’s really important to stay professional.

Resources and Mentors: Don’t Be Afraid to Ask For Advice

Taking on the new responsibilities and challenges of a leadership role can feel overwhelming at times, so don’t be afraid to seek out help wherever you can find it. Talk to your HR department about any internal training or support programs for leadership. Outside classes and seminars for managers are another great resource—many companies will be happy to pay for new leaders to attend these.

Of course, your colleagues in management (either within your company or outside connections) can also be a great source of wisdom and advice. Finding a mentor who’s already been through what you’re going through can make your transition a whole lot easier. Don’t be afraid to reach out to more experienced leaders—they’ll likely be flattered that you’re asking them for advice.

The My Perfect Resume blog offers a wide range of tips for all types of career scenarios. Check out our archive of [great career tips](#) here.

Becoming a First-Time Manager: Dos and Don'ts



DO

Develop new skills

As a leader, your day-to-day responsibilities will change. Develop skills like communication, personnel management, and strategic thinking and you'll thrive in your new role.



DO

Have a game plan for your new role

The sooner you can set clear expectations and goals for your team, the better they're likely to perform. Plus, you'll establish your credibility as a leader.



DO

Set up open lines of communication

As soon as possible, try to meet one-on-one with the members of your team. Talk about your expectations for this new transition, and theirs.



DO

Stay positive

Leaders should not just assign tasks, but inspire and motivate. Staying positive even in challenging circumstances will help everybody's cause.



DON'T

Let friendships get in the way of the job

You don't have to give up your close relationships with team members, but it's important to establish that the relationship has changed.



DON'T

Be afraid to make difficult decisions

Being an effective leader sometimes means managing conflict, handling unpleasant conversations, and making tough choices. Be prepared and try to keep a level head in any situation.



DON'T

Hesitate to ask for help

Taking on new responsibilities can seem overwhelming at times. Take advantage of resources within your company and outside to help with your transition.



DON'T

Forget to manage yourself, too!

Diving into a new role can be stressful. Be sure to take time for yourself and your family. Keep yourself happy and you'll keep your team happy as well.

The Next Step: Taking Charge of Your Career

If you're happy with where you are in your career, that's great. But if you're looking for more—whether that means more pay, a better title, or more success in your current position—waiting around to be recognized probably isn't good enough. You're going to need to do something about it.

Luckily, there are lots of awesome resources out there to help you in your cause. My Perfect Resume is an easy-to-use online resume builder designed to help you create a polished, professional resume in minutes, so you can land more interviews, get more respect from employers, and reach your true career potential. Check out [My Perfect Resume](#) today to design, build, download, print and send your resume, all in just minutes.

We wish you all the best in your quest for greater career success—you deserve it!