

Merit Conversations

Comparing increases with peers | Storyboard and script

01 Start with the question

MERIT CONVERSATIONS

Comparing increases with peers

EMPLOYEE

Can I ask how my increase **compares with my peers?**

THE SCENARIO

Comparing increases with peers

MANAGER TAKEAWAY

Focus on the individual

Keep the conversation centered on this employee's own situation.



DIALOGUE - EMPLOYEE

Can I ask how my increase compares with my peers?

DELIVERY

Curious and composed. Treat the question as reasonable.

ON SCREEN / ACTION

The question appears in the employee's speech bubble. Highlight the peer-comparison phrase, then introduce the manager takeaway.

MANAGER TAKEAWAY

Focus on the individual. Keep the conversation centered on this employee's own situation.

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02 Welcome the conversation

MERIT CONVERSATIONS

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MANAGER

I can talk through your decision with you.

THE SCENARIO

Comparing increases with peers

MANAGER TAKEAWAY

Discuss their own decision
Keep the explanation tied to the employee's individual case.



DIALOGUE - MANAGER

Of course. I understand why you want context, and I'm glad you asked. I can talk through your decision with you.

DELIVERY

Warm and welcoming. Pause briefly after "Of course."

ON SCREEN / ACTION

The manager's bubble changes with each thought, ending with "your decision."

MANAGER TAKEAWAY

Discuss their own decision. Keep the explanation tied to the employee's individual case.

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03 Listen for the underlying concern

MERIT CONVERSATIONS

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EMPLOYEE

but I want to understand whether my **contributions were recognized.**

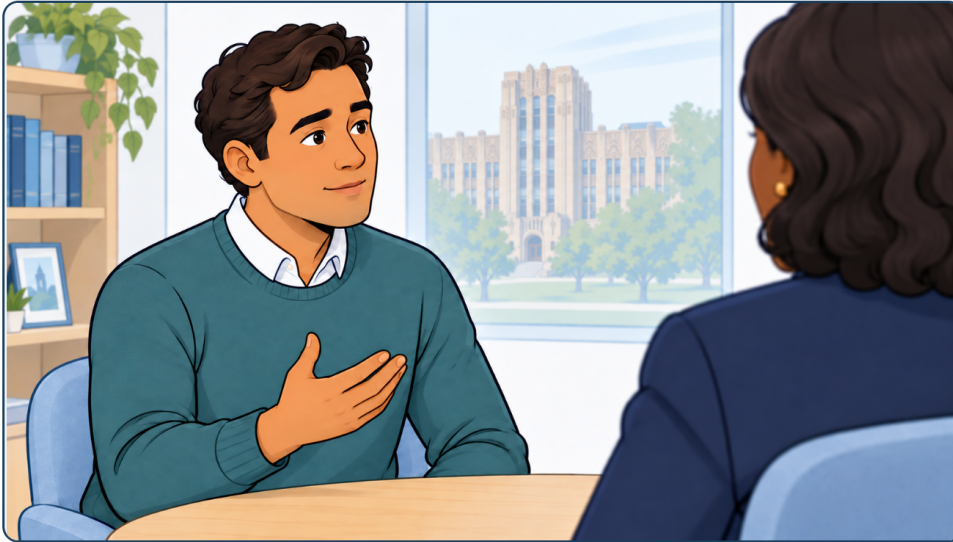
THE SCENARIO

Comparing increases with peers

MANAGER TAKEAWAY

Connect to their contributions

Keep individual performance and contributions central to the discussion.



DIALOGUE - EMPLOYEE

I know everyone's work is different, but I want to understand whether my contributions were recognized.

DELIVERY

Thoughtful and sincere, without frustration or defensiveness.

ON SCREEN / ACTION

Keep the employee's concern visible. Emphasize contributions and recognition.

MANAGER TAKEAWAY

Connect to their contributions. Keep individual performance and contributions central to the discussion.

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04 Set a respectful boundary

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MANAGER

We can keep the conversation focused on your situation.



THE SCENARIO

Comparing increases with peers

MANAGER TAKEAWAY

Return to their own situation

Discuss this employee's performance, contributions, and merit decision.

DIALOGUE - MANAGER

That's fair. I can't share or compare another employee's individual pay or increase. We can keep the conversation focused on your situation.

DELIVERY

Calm and matter-of-fact. Acknowledge the concern, state the boundary, then redirect.

ON SCREEN / ACTION

Show the boundary, then replace it with the constructive redirect to "your situation."

MANAGER TAKEAWAY

Do not compare another employee's pay. Do not discuss or compare another employee's compensation or increase.

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05 Explain the decision factors

MERIT CONVERSATIONS

Comparing increases with peers

MANAGER

and other compensation considerations that apply.



THE SCENARIO

Comparing increases with peers

MANAGER TAKEAWAY

Explain how the process applied

Connect each factor to this employee's individual case.

① Performance

② Contributions

③ Pay positioning

④ Merit guidelines

⑤ Other compensation considerations

DIALOGUE - MANAGER

I considered your performance, your contributions, how your pay is positioned, the merit guidelines, and other compensation considerations that apply.

DELIVERY

Measured and clear. Give each decision factor room to land.

ON SCREEN / ACTION

Reveal Performance and Contributions, then Pay positioning and Merit guidelines, then Other compensation considerations.

MANAGER TAKEAWAY

Explain how the process applied. Connect each factor to this employee's individual case.

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06 Confirm understanding

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EMPLOYEE

So we can discuss the reasoning behind my decision without comparing it with someone else's?

THE SCENARIO

Comparing increases with peers

MANAGER TAKEAWAY

Explain their own case

Discuss the reasoning behind this employee's decision without a peer comparison.



DIALOGUE - EMPLOYEE

So we can discuss the reasoning behind my decision without comparing it with someone else's?

DELIVERY

Engaged and inquisitive. Understanding does not imply agreement with the increase.

ON SCREEN / ACTION

Keep the confirmation question on screen and highlight the reasoning behind the employee's own decision.

MANAGER TAKEAWAY

Explain their own case. Discuss the reasoning behind this employee's decision without a peer comparison.

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07 Invite questions and follow through

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MANAGER

What would you like to discuss first?

THE SCENARIO

Comparing increases with peers

MANAGER TAKEAWAY

Keep the conversation open

Continue with the employee's questions about their own pay and decision.



DIALOGUE - MANAGER

Yes. Let's review how those factors apply to your work. You can ask questions about your own pay and decision. If something needs more context, I'll follow up with Human Resources. What would you like to discuss first?

DELIVERY

Warm invitation. Hold briefly after the final question.

ON SCREEN / ACTION

Return to both characters. Move from explaining the employee's case to follow-up and the final invitation.

MANAGER TAKEAWAY

Apply the factors to their work. Explain how the process was applied in this employee's case.

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08 Closing recap

MERIT CONVERSATIONS

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Focus on their own decision.

A peer-comparison question is an opportunity to explain the employee's individual merit decision.



01

Keep the focus individual.

Discuss the employee's performance, contributions, and alignment with merit guidelines.

02

Do not compare peers' pay.

Do not discuss or compare another employee's compensation or increase.

03

Explain their own case.

Explain how the merit process and compensation considerations applied to this employee.

Merit conversations · Explain the individual decision.

ON-SCREEN RECAP - NOT SPOKEN

1. Keep the focus individual. Discuss the employee's performance, contributions, and alignment with merit guidelines.
2. Do not discuss or compare another employee's compensation or increase.
3. Explain how the merit process and compensation considerations applied to this employee.

DELIVERY

Silent closing recap. Reveal the three takeaways, then hold for reading.

ON SCREEN / ACTION

Reveal the three closing reminders one at a time. No additional spoken dialogue.