4 Pay Practices that Kill Employee Engagement

THE VISION LINK ADVISORY GROUP

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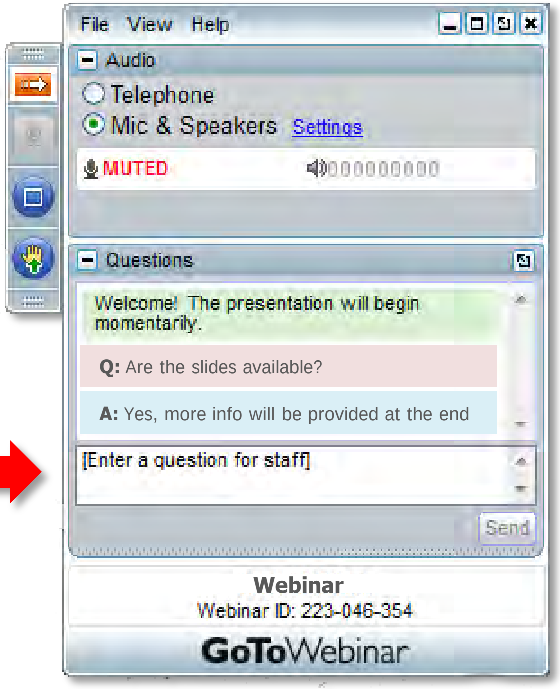

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VisionLink's Focus: Help Business Leaders Build and Sustain a Performance Culture

Accelerate performance through pay strategies that transform employees into growth partners.

If you do that…

- Quality of talent will improve.
- Employee engagement will expand.
- Performance will be magnified.
- Business growth will be accelerated.
- Shareholder value will increase.

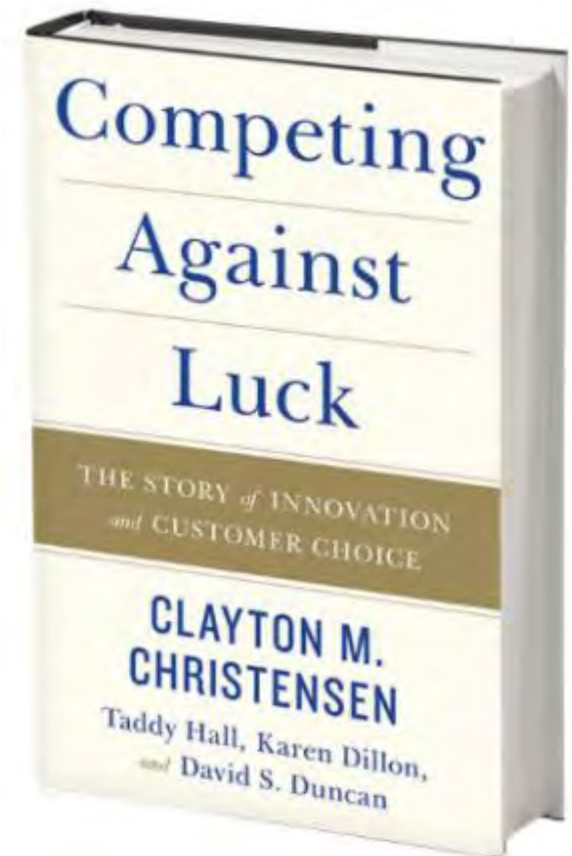
Turn This…

Into This

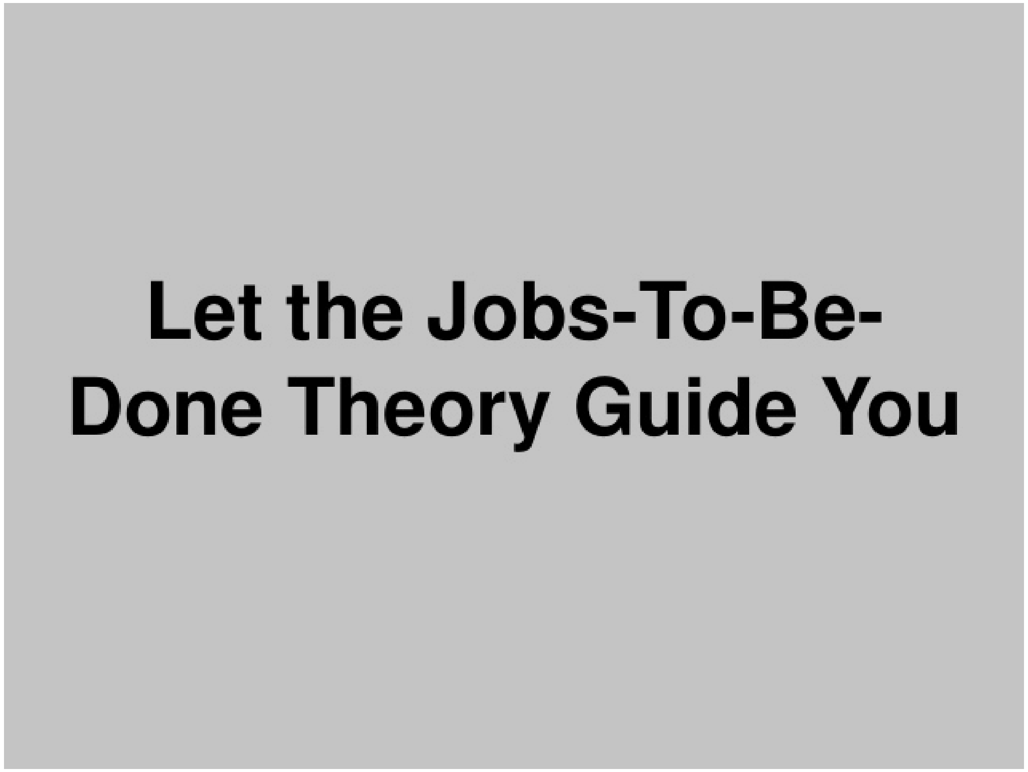
Theory of Jobs to be Done

"When we buy a product, we essentially 'hire' something to get a job done. If it does the job well, when we are confronted with the same job, we hire that same product again. And if the product does a crummy job, we 'fire' it and look around for something else we might hire to solve the problem."

(Clayton Christensen, Theory of Jobs to be Done, Harvard Business School, Working Knowledge, Dina Gerdeman, October 3, 2016)



Broader Application



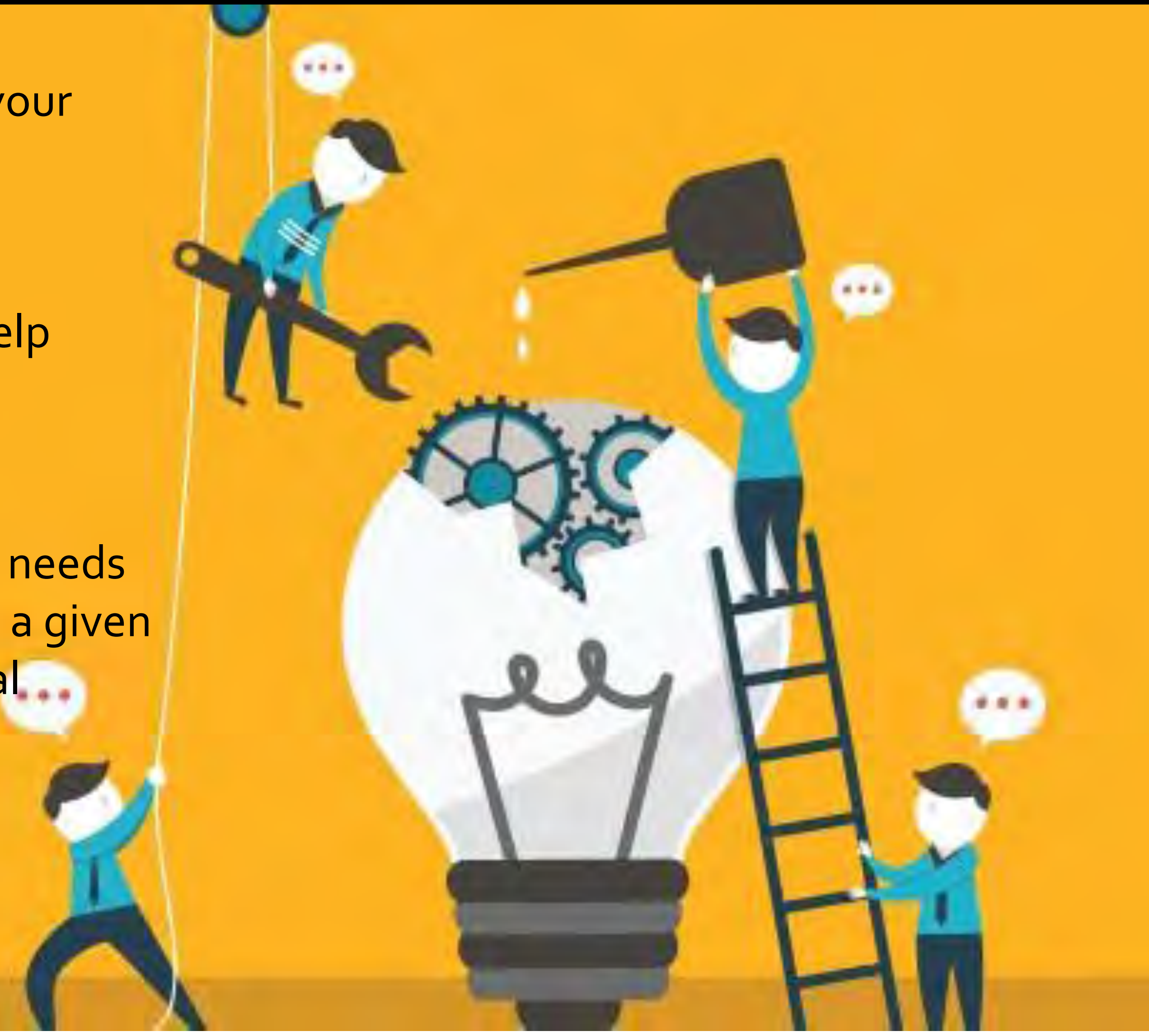
What if we applied this theory to all of the processes and systems we use in an organization including compensation?

Pay: Take a More Strategic Approach

What job have you hired your *rewards strategy* to do?

What is the problem compensation needs to help solve in your business?

What is not happening organizationally now that needs to happen and how might a given pay strategy be a potential solution?



Let’s Talk About Engagement

1. Age of “employee empowerment”
2. Increasing competition for great talent
3. Engine of a performance culture

“Research suggests that the issues of ‘retention and engagement’ have risen to No. 2 in the minds of business leaders, second only to the challenge of building global leadership.”
(Deloitte University Press)

The Engagement Issue

Employees today have increased bargaining power, the job market is highly transparent, and **attracting top-skilled workers is a highly competitive activity**. Companies are now investing in analytics tools to **figure out why people leave**, and the topics of purpose, engagement, and culture weigh on the minds of business leaders everywhere.

Deloitte 2015 Study & Report

The Irresistible Organization

…The **employee-work contract has changed**: People are operating more like free agents than in the past. In short, the **balance of power has shifted from employer to employee**, forcing business leaders to learn how to build an organization that engages employees as sensitive, passionate, creative contributors. We call this **a shift from improving employee engagement to a focus on building an irresistible organization**.

Deloitte 2015 Study & Report

The Irresistible Organization

Figure 1. The simply irresistible organization®

What we have learned: Five elements drive engagement

Meaningful work	Hands-on management	Positive work environment	Growth opportunity	Trust in leadership
Autonomy	Clear, transparent goals	Flexible work environment	Training and support on the job	Mission and purpose
Select to fit	Coaching	Humanistic workplace	Facilitated talent mobility	Continuous investment in people
Small, empowered teams	Invest in management development	Culture of recognition	Self-directed, dynamic learning	Transparency and honesty
Time for slack	Modern performance management	Inclusive, diverse work environment	High-impact learning culture	Inspiration

A focus on simplicity

Graphic: Deloitte University Press | DUPress.com

What About Compensation?

- Ranks in top 5 drivers (Aon Hewitt)
- A “hygiene” factor (Deloitte)
- #1 reason people leave (Payscale.com)
  - As the economy is expanding, employees have more negotiating power
- Pay doesn’t impact *performance* (Misc. experts)

Key Quote

"If you aren't talking with your employees about pay, chances are that they're talking to each other and creating their own story of what [the company's] compensation policy is. That's not a good thing."

(Aubrey Bach, senior manager of editorial marketing at PayScale)

Therefore, What?

Make pay an engagement *asset* instead of a *liability*.

4 Engagement Killers

1. An Incomplete or Unbalanced Compensation “Portfolio”

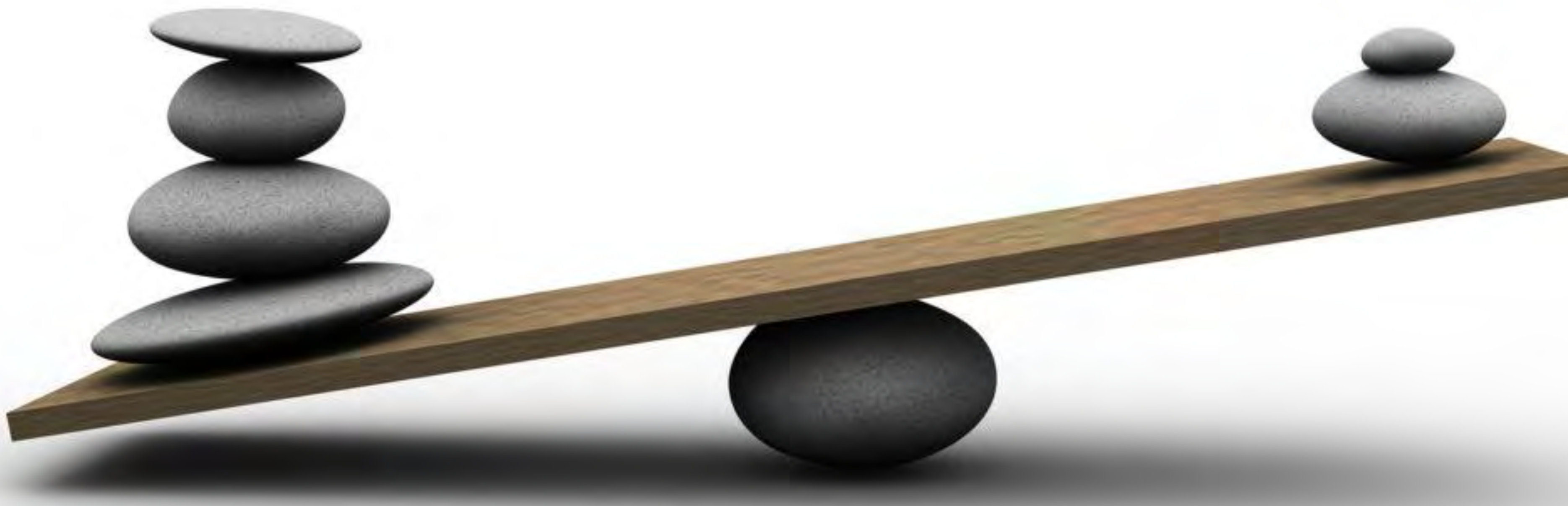
2. Value-Sharing that Doesn’t Result in a Meaningful Payout

3. Performance Metrics that are Unattainable or Too Complicated

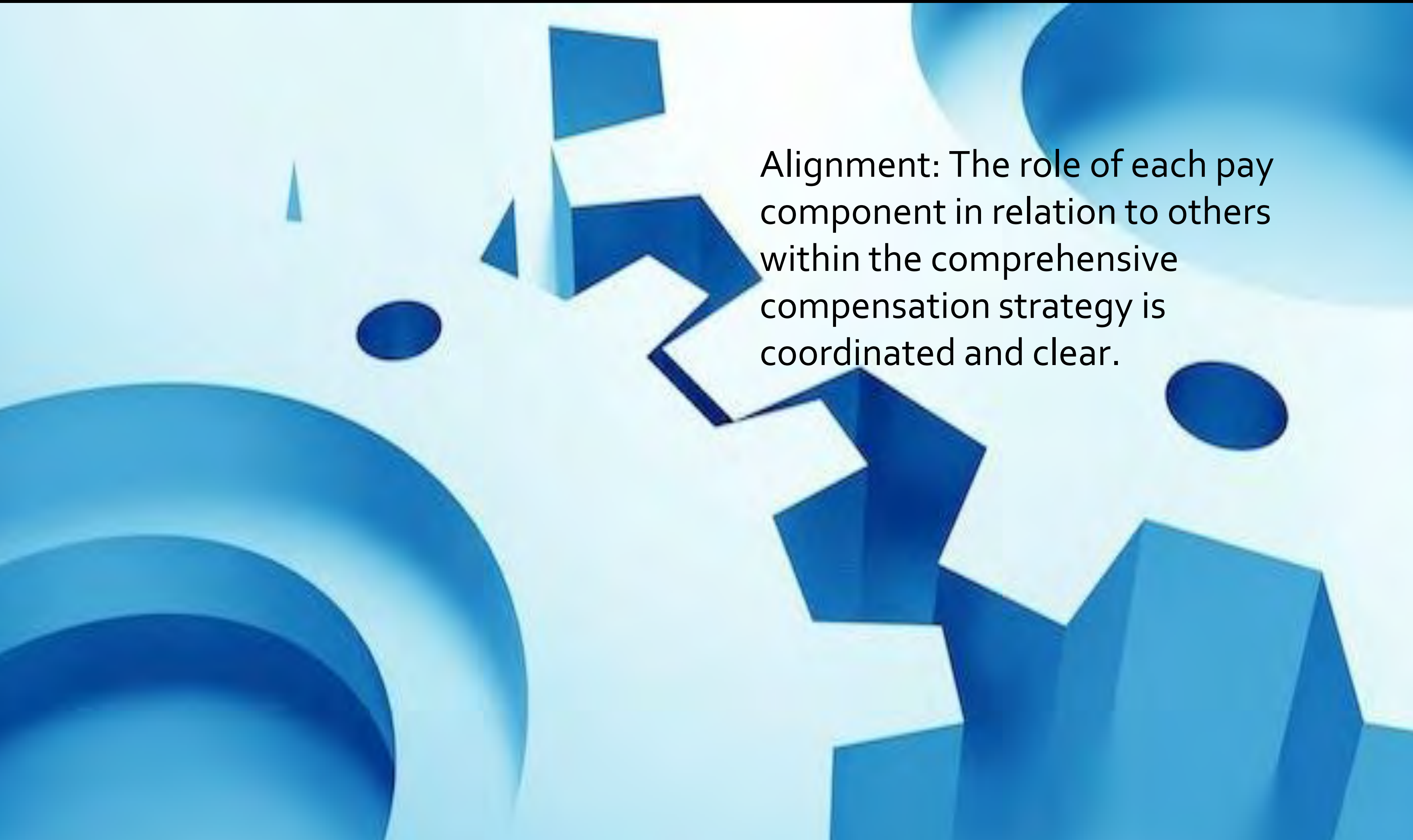
4. Ineffective Rewards Communication and Reinforcement

1. An Incomplete or Unbalanced Compensation "Portfolio"

- Too much emphasis on guaranteed over variable compensation
- Too much emphasis on short versus long-term value sharing



Create an Aligned Pay Strategy



Alignment: The role of each pay component in relation to others within the comprehensive compensation strategy is coordinated and clear.

Eight Components of Pay

Benefits

- Core benefits
- Executive benefits
- Qualified retirement plans
- Supplemental retirement plans

Compensation

- Salary
- Performance incentives
- Sales incentives
- Growth incentives

Incentives should be in the form of value sharing.

An Aligned Compensation Strategy

Salaries
Competitive with market standards?
Tied to strong performance management process (merit)?
Managed within a flexible but effective structure?

Performance Incentives
Tied to productivity gains?
Clear, achievable and meaningful?
Self-financing?

Sales Incentives
Challenging yet achievable?
Reinforcing the right behaviors?
Differentiating your offering?

Growth Incentives
Linked to a compelling future?
Supporting an ownership mentality?
Securing premier talent?

Core Benefits
Responsive to today's employee marketplace?
Allocating resources where most needed?
Evaluated to eliminate unnecessary expense?

Executive Benefits
Flexible enough to address varying circumstances?
Communicating a unique relationship?
Reducing employee tax expense?

Qualified Retirement Plans
Giving employees an opportunity to optimize retirement values?
Operated with comprehensive fiduciary accountability?
Avoiding conflicts and minimizing expenses?

Nonqualified Retirement Plans
Optimizing tax-deferral opportunities?
Aligning long-term interests of employees with shareholders?
Structured to receive best possible P&L impact?

Form of Pay	Purpose	Standard	Investment	ROI
Salaries	Provide for the current cash needs of our executives	40-50th percentile for peer group	$500,000	Achieve ROA standard of 0.75%
Short-term Incentives	Enhance current cash payments to executives for achieving top and bottom line annual goals	30-40% of base salary	$168,000 (Target)	15% revenue growth and 12% margin
Long-term Incentives (Cash)	Retain execs; focus them on long-term earnings growth; align with shareholder interests; meet wealth accumulation needs	15-20% of base salary	$84,000 (Target)	Long-term growth in earnings (double earnings = share 13% of new value)
Long-term Incentives (Equity)	Retain execs; focus them on long-term earnings growth; align with shareholder interests; meet wealth accumulation needs	15-20% of base salary	$84,000 (Target)	Long-term growth in earnings (double earnings = share 13% of new value)
Core Benefits	Meet basic security needs of the executives	50th percentile for peer group	$25,500	ROA of 0.75%
Executive Benefits	Enhance basic security needs and meet market standards for perquisites	50th percentile for peer group	$24,000	ROA of 0.75%
Qualified Retirement	Provide wealth accumulation opportunity for executives	40th percentile (3% of salary)	$15,000	ROA of 0.75%
Supplemental Retirement	Strengthen rewards value proposition to help recruit and retain executives; meet wealth accumulation needs	30th percentile compared to banks that have plans	$135,000	ROA of 0.9%

The Total Compensation Structure

Grade/ Band	Salary Range Min	Mid	Max	Bonus Target	LTIP Target	% Phantom Stock FV	% Phantom Stock AO	401k Match Max %	Deferred Comp Elegible	Deferred Comp Max Match	Health, Dental, Life	Vacation Days	Sick Days	Financial Planning Perk	Annual Car Allow
1	203,531	271,375	339,219	50.0%	100%	50%	50%	5%	Yes	5%	$11,141	Unlimited	Unlimited	15,000	20,000
2	150,078	200,103	250,129	35.0%	75%	50%	50%	5%	Yes	5%	$11,141	Unlimited	Unlimited	10,000	12,500
3	119,497	159,329	199,161	25.0%	50%	100%	0%	5%	Yes	5%	$11,141	25	5	5,000	8,000
4	102,632	136,843	171,054	20.0%	25%	100%	0%	5%			$6,127	25	5	5,000	
5	81,293	101,616	121,940	15.0%				5%			$6,127	25	5	5,000	
6	69,720	87,150	104,580	15.0%				5%			$6,127	15	5		
7	58,564	73,205	87,846	10.0%				5%			$6,127	15	5		
8	50,176	62,720	75,264	10.0%				5%			$6,127	15	5		
9	44,038	51,809	59,580	5.0%				5%			$6,127	15	5		
10	37,211	43,777	50,344	5.0%				5%			$6,127	10	5		
11	30,784	36,217	41,649	5.0%				5%			$6,127	10	5		
12	23,562	27,720	31,878	5.0%				5%			$6,127	10	5		
13	19,529	22,975	26,421	0.0%				5%			$6,127	10	5		
14	17,354	20,417	23,479	0.0%				5%			$6,127	10	5		

Creating a Balance

Total Compensation Structure											
Name	Title/Position	Tier	Salary	Short-term Incentive Target	Long-term Incentive Target	Total Direct Comp	H&W Annual Value	QRP Annual Value	Security Plans Annual Value	Total Indirect Comp	TRI
Jason Smith	CEO	1	$ 300,000	$ 120,000	$ -	$ 420,000	$ 18,200	$ 8,000	$ -	$ 26,200	$ 446,200
Lucy Jones	VP Marketing	2	$ 210,000	$ 45,000	$ -	$ 255,000	$ 16,200	$ 7,000	$ -	$ 23,200	$ 278,200
Rick Miller	VP Sales	2	$ 160,000	$ 85,000	$ -	$ 245,000	$ 9,200	$ 6,000	$ -	$ 15,200	$ 260,200
Janice Johnson	CFO	2	$ 195,000	$ 40,000	$ -	$ 235,000	$ 10,200	$ 5,000	$ -	$ 15,200	$ 250,200
Maria York	Director	3	$ 160,000	$ 10,000	$ -	$ 170,000	$ 12,200	$ 4,000	$ -	$ 16,200	$ 186,200
Frank North	Director	3	$ 150,000	$ 10,000	$ -	$ 160,000	$ 11,200	$ 3,000	$ -	$ 14,200	$ 174,200
Ricardo South	Director	3	$ 140,000	$ 10,000	$ -	$ 150,000	$ 7,700	$ 2,000	$ -	$ 9,700	$ 59,700
Simon Lewis	Director	3	$ 130,000	$ 10,000	$ -	$ 140,000	$ 8,700	$ 2,500	$ -	$ 11,200	$ 151,200
			$ 1,445,000	**$ 330,000**	**$ -**	**$ 1,775,000**	**$ 93,600**	**$ 37,500**	**$ -**	**$ 131,100**	**$ 1,906,100**

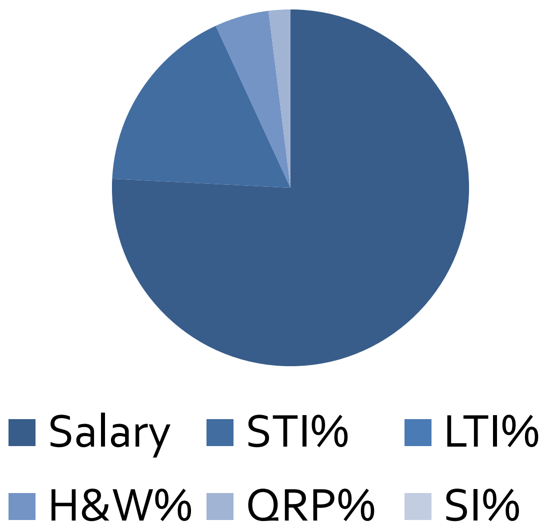
How are these values determined?

Why no LTI to balance the STI?

Should we be addressing these needs?

What Does It Tell You?

Total Rewards Investment (TRI) Allocation								
TRI looks at each component of pay as a percentage of the total								
Name	Tier	Salary	STI%	LTI%	H&W%	QRP%	SP%	TRI
Jason Smith	1	67.2%	26.9%	0.0%	4.1%	1.8%	0.0%	$ 446,200
Lucy Jones	2	75.5%	21.4%	0.0%	7.7%	3.3%	0.0%	$ 278,200
Rick Miller	2	61.5%	53.1%	0.0%	5.8%	3.8%	0.0%	$ 260,200
Janice Johnson	2	77.9%	20.5%	0.0%	5.2%	2.6%	0.0%	$ 250,200
Maria York	3	85.9%	6.3%	0.0%	7.6%	2.5%	0.0%	$ 186,200
Frank North	3	86.1%	6.7%	0.0%	7.5%	2.0%	0.0%	$ 174,200
Ricardo South	3	87.7%	7.1%	0.0%	5.5%	1.4%	0.0%	$ 159,700
Simon Lewis	3	86.0%	7.7%	0.0%	6.7%	1.9%	0.0%	$ 151,200



Balanced Structure

Total Compensation Structure											
Name	**Title/Position**	**Tier**	**Salary**	**Short-term Incentive Target**	**Long-term Incentive Target**	**Total Direct Comp**	**H&W Annual Value**	**QRP Annual Value**	**Security Plans Annual Value**	**Total Indirect Comp**	**TRI**
Jason Smith	CEO	1	$ 300,000	$ 75,000	$ 75,000	$ 450,000	$ 18,200	$ 8,000	$ 15,000	$ 41,200	$ 491,200
Lucy Jones	VP Marketing	2	$ 210,000	$ 36,750	$ 36,750	$ 283,500	$ 16,200	$ 7,000	$ 10,500	$ 33,700	$ 317,200
Rick Miller	VP Sales	2	$ 160,000	$ 60,000	$ 40,000	$ 260,000	$ 9,200	$ 6,000	$ 8,000	$ 23,200	$ 83,200
Janice Johnson	CFO	2	$ 95,000	$ 34,125	$ 34,125	$ 263,250	$ 10,200	$ 5,000	$ 9,750	$ 24,950	$ 288,200
Maria York	Director	3	$ 160,000	$ 16,000	$ 16,000	$ 192,000	$ 12,200	$ 4,000	$ 8,000	$ 24,200	$ 216,200
Frank North	Director	3	$ 50,000	$ 15,000	$ 15,000	$ 180,000	$ 1,200	$ 3,000	$ 7,500	$ 21,700	$ 201,700
Ricardo South	Director	3	$ 140,000	$ 14,000	$ 14,000	$ 168,000	$ 7,700	$ 2,000	$ 7,000	$ 16,700	$ 184,700
Simon Lewis	Director	3	$ 30,000	$ 13,000	$ 13,000	$ 156,000	$ 8,700	$ 2,500	$ 6,500	$ 17,700	$ 173,700
			$ 1,445,000	**$ 263,875**	**$ 243,875**	**$ 1,952,750**	**$ 93,600**	**$ 37,500**	**$ 72,250**	**$ 203,350**	**$ 2,156,100**

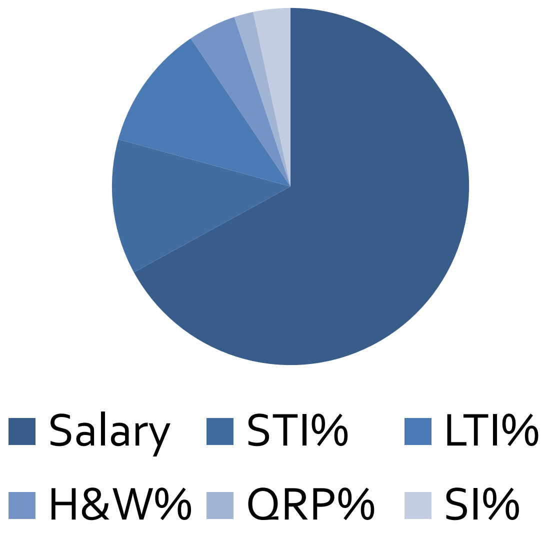
We've reduced the STI targets.

But we've balanced with a LTIP (wealth creation).

This can strengthen partnership and improve retention.

A balanced approach will typically appeal to premier talent who hold a long-term view

Total Rewards Investment (TRI) Allocation								
TRI looks at each component of pay as a percentage of the total								
Name	Tier	Salary	STI%	LTI%	H&W%	QRP%	SP%	TRI
Jason Smith	1	61.1%	15.3%	15.3%	3.7%	1.6%	3.1%	$ 491,200
Lucy Jones	2	66.2%	17.5%	17.5%	7.7%	3.3%	5.0%	$ 317,200
Rick Miller	2	56.5%	37.5%	25.0%	5.8%	3.8%	5.0%	$ 283,200
Janice Johnson	2	67.7%	17.5%	17.5%	5.2%	2.6%	5.0%	$ 288,200
Maria York	3	74.0%	10.0%	10.0%	7.6%	2.5%	5.0%	$ 216,200
Frank North	3	74.4%	10.0%	10.0%	7.5%	2.0%	5.0%	$ 201,700
Ricardo South	3	75.8%	10.0%	10.0%	5.5%	1.4%	5.0%	$ 184,700
Simon Lewis	3	74.8%	10.0%	10.0%	6.7%	1.9%	5.0%	$ 173,700



2. Value Sharing Payouts aren't Meaningful

Is the payout significant enough to make employees want to achieve it?

The balance you are seeking is to have compensation that is meaningful and motivational to the recipient while respecting shareholder (financial, structural and organizational) goals and expectations.

The Employee View of Compensation

Personal

1. Lifestyle & Wealth Accumulation
2. Career Measurement
3. Contribution Ambitions

Business

4. Roles, Expectations & Priorities
5. Partnership
6. Continuity & Fairness

1 Standard of Living

Financial "Hierarchy of Needs"

Wealth Multiplier Commitment

4	Wealth Accumulation	Short & Long-Term Incentive Plans
3	Retirement Planning	Qualified & Executive Retirement Plans
2	Security	Comprehensive, Flexible Benefits Plan
1	Cash Flow & Living Standard	Salary & Bonus

Clear Pay Philosophy

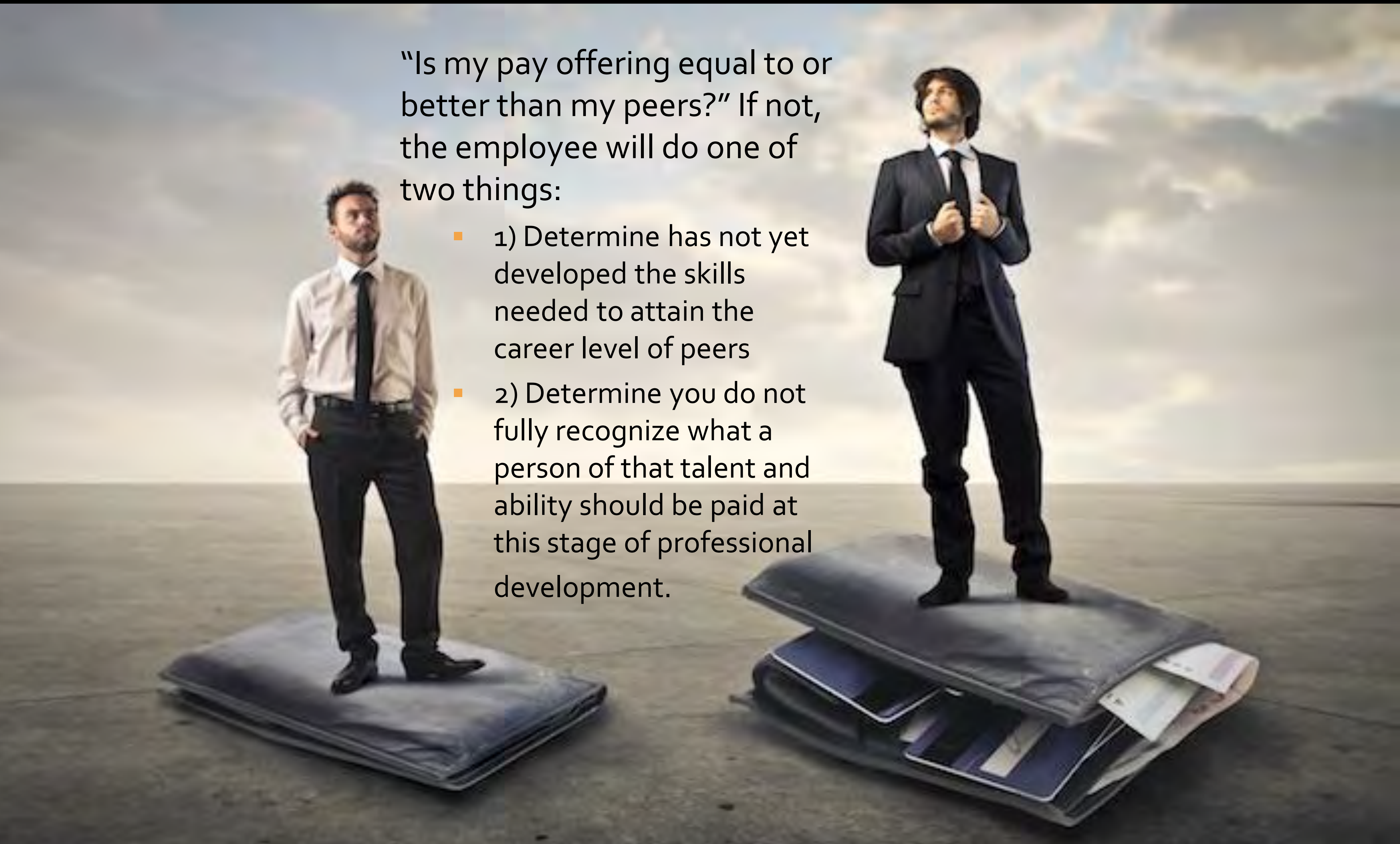
2 Career Measurement

The pay level and programs in which an employee participates become a means of measuring where that person is in their career and where they need to go next.

A Comparative Exercise

"Is my pay offering equal to or better than my peers?" If not, the employee will do one of two things:

- 1) Determine has not yet developed the skills needed to attain the career level of peers
- 2) Determine you do not fully recognize what a person of that talent and ability should be paid at this stage of professional development.



3 Contribution Ambitions

Personal Vision

- Most growth-oriented people aspire to make certain contributions in their personal and professional lives.

- The ability to achieve their contribution goals is the source of their motivation.

Contribution Ambitions

Different for Every Individual

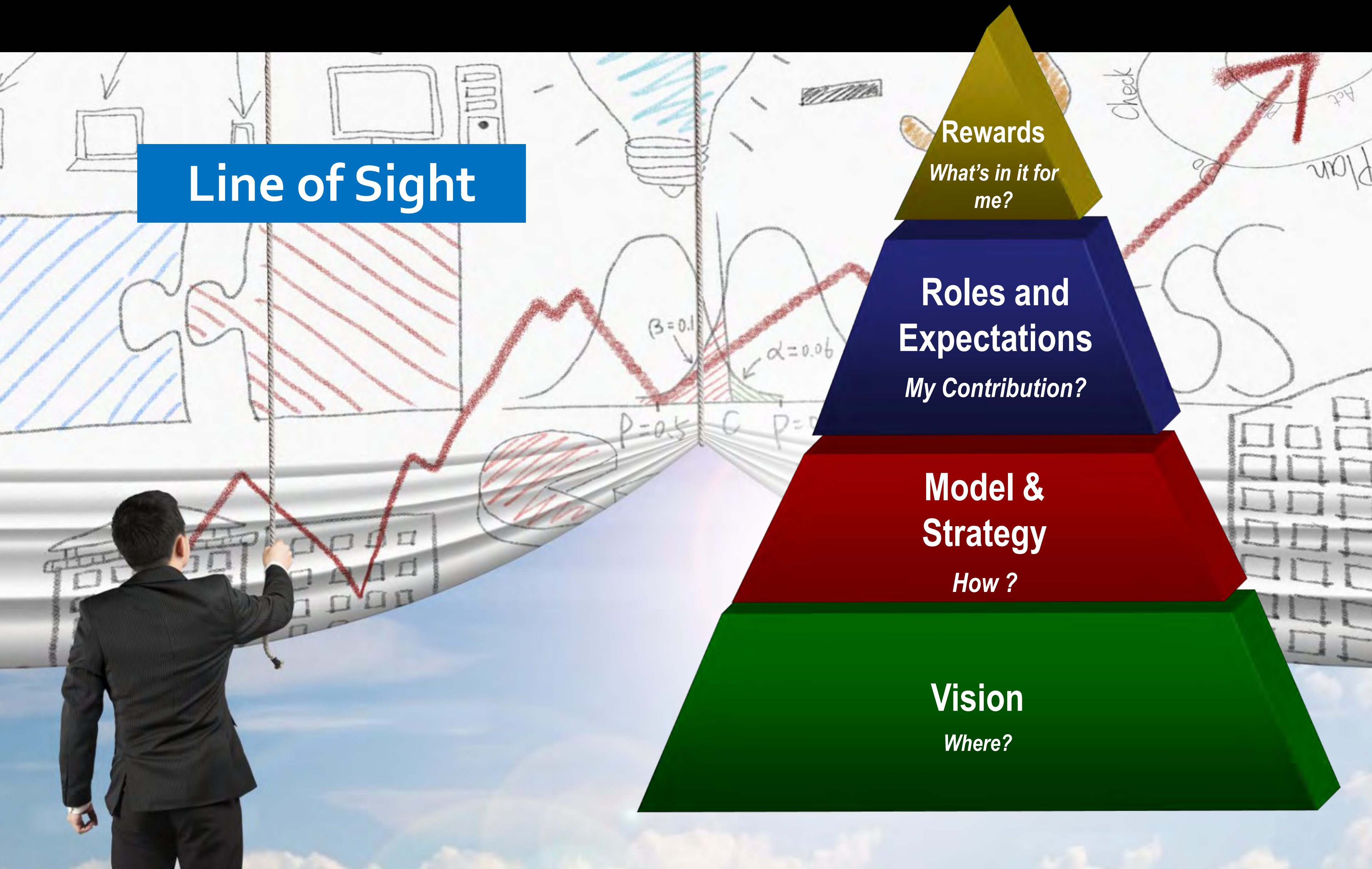
- Causes and Charities
- Children's Education
- Family Well-Being
- Freedom to Build Something
- Control Over Time & Commitments

Vary by generation.
Vary by career stage.

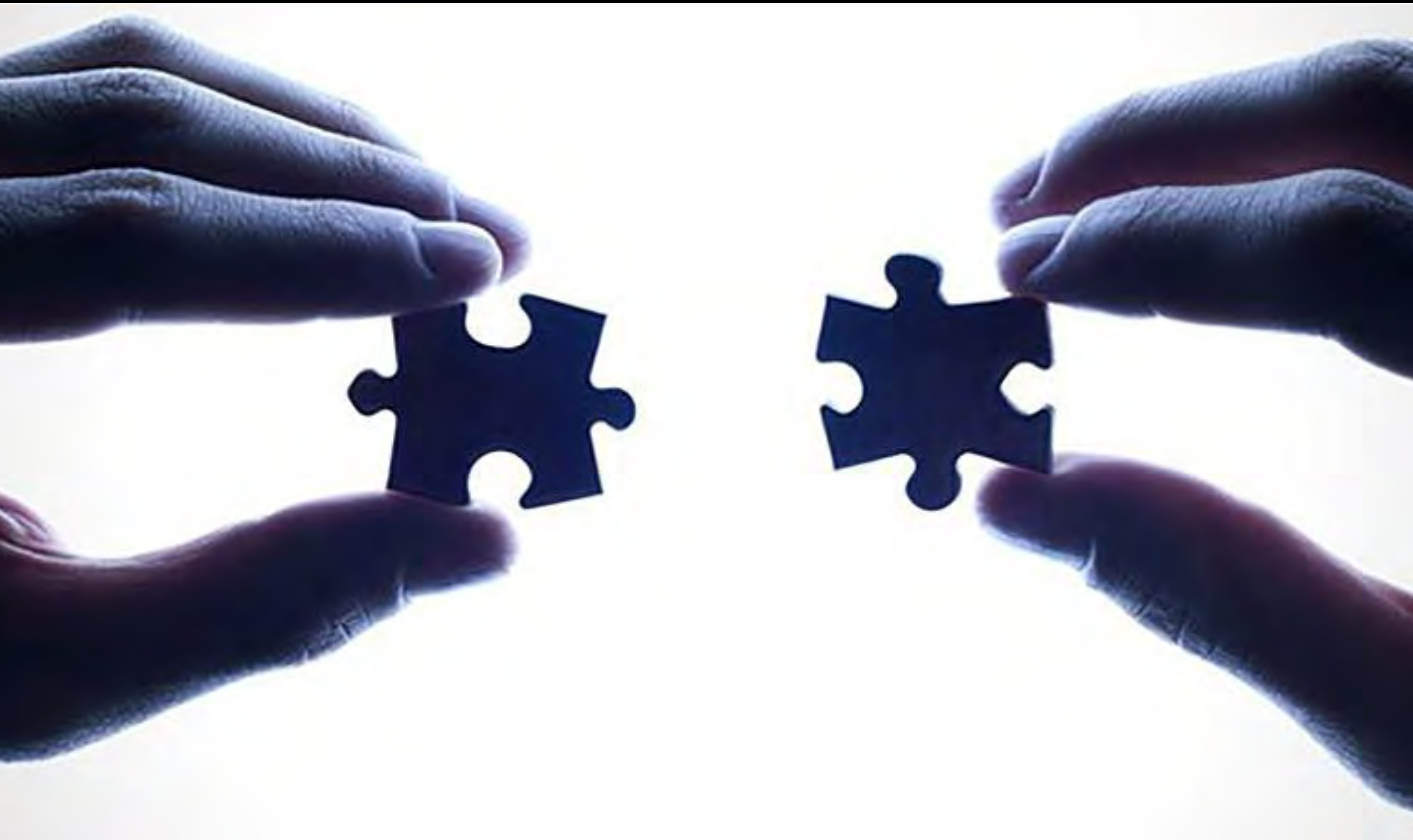
Contribution Ambition Fulfillment

Every contribution ambition has an economic requirement or driver.

4 Roles, Expectations & Priorities



5 Partnership



Core Compensation Issue

Build a partnership relationship with employees by sharing financial value with those who help create it.

Partnership Relationship

Key to:

1. Avoiding manipulation
2. Eliminating entitlement
3. Stimulating innovation and stewardship
4. Creating alignment

Reason # 6 Continuity & Fairness

Is there operational integrity between mission, vision, strategy, roles, expectations, results and rewards?

Key Question About Pay

"If I participate in a rewards program that has no bearing on the outcomes and priorities I hear you emphasize—or is at odds with them—what level of confidence do I have in my role and in your leadership?"

Value Sharing Instead of "Incentives"

Incentives imply a "carrot and stick" approach while value sharing is about reinforcing outcomes and forging a financial partnership.

Force	Reinforce
This is the behavior that's expected and rewarded.	These are the results that are valued and rewarded.
Do these things whether you like them or not (they're a necessary part of the job).	Assume stewardship for the outcomes we're striving for, determine the best ways to get them done. Here are our standards, patterns, expectations.
Our bonuses are reflective of our "market pay" analysis for your job classification	Our bonuses reflect the way we share value that you help create.
Bad profits	**Good profits**

Performance Incentives (Value Sharing)

Basic Construct

- All employees are told they will share in the creation of company value
- Every employee has a defined incentive opportunity aligned to forecasted company results
  - Base – Minimum performance
  - Target - Forecast
  - Superior - Overachievement

	Base Financial Performance	Target Financial Performance	Superior Financial Performance
Company Profit	$ 45,000,000	$ 50,000,000	$ 55,000,000
% of Target	90%	100%	110%
% of EE Salary	5.0%	10.0%	15.0%
$ Opportunity	$ 3,750	$ 7,500	$ 11,250

Incentive Calculation

- Actual incentive can be tied to actual company performance.
- If company results are halfway between Base and Target. Incentives will be calculated halfway between Base and Target
- Actual Results = $47,500,000
- Calculated Incentive = $5,625

	Base Financial Performance	Target Financial Performance
Company Profit	$ 45,000,000	$ 50,000,000
% of Target	90%	100%
% of EE Salary	5.0%	10.0%
$ Opportunity	$ 3,750	$ 7,500

Plan Weighting/Allocation

- Pool allocation to plan participants contingent on:
  - **Company Performance** – Employees should have all or a majority portion of their bonus based on company performance
  - **Org Unit Performance** – A portion of an employee's bonus <u>can</u> be allocated based on department, location, division, or business unit

Plan Weighting/Allocation

- Make overall company performance the primary objective (e.g. ~60 - 100%)
- Organizational unit success should be secondary objective (e.g. ~40 - 0%)
- Weight the overall incentive:

	Base Financial Performance	Target Financial Performance	Superior Financial Performance
% of EE Salary	5.0%	10.0%	15.0%
$ Opportunity	$ 3,750	$ 7,500	$ 11,250
% Company - 75%	**$ 2,812.50**	**$ 5,625.00**	**$ 8,437.50**
% Department - 25%	**$ 937.50**	**$ 1,875.00**	**$ 2,812.50**

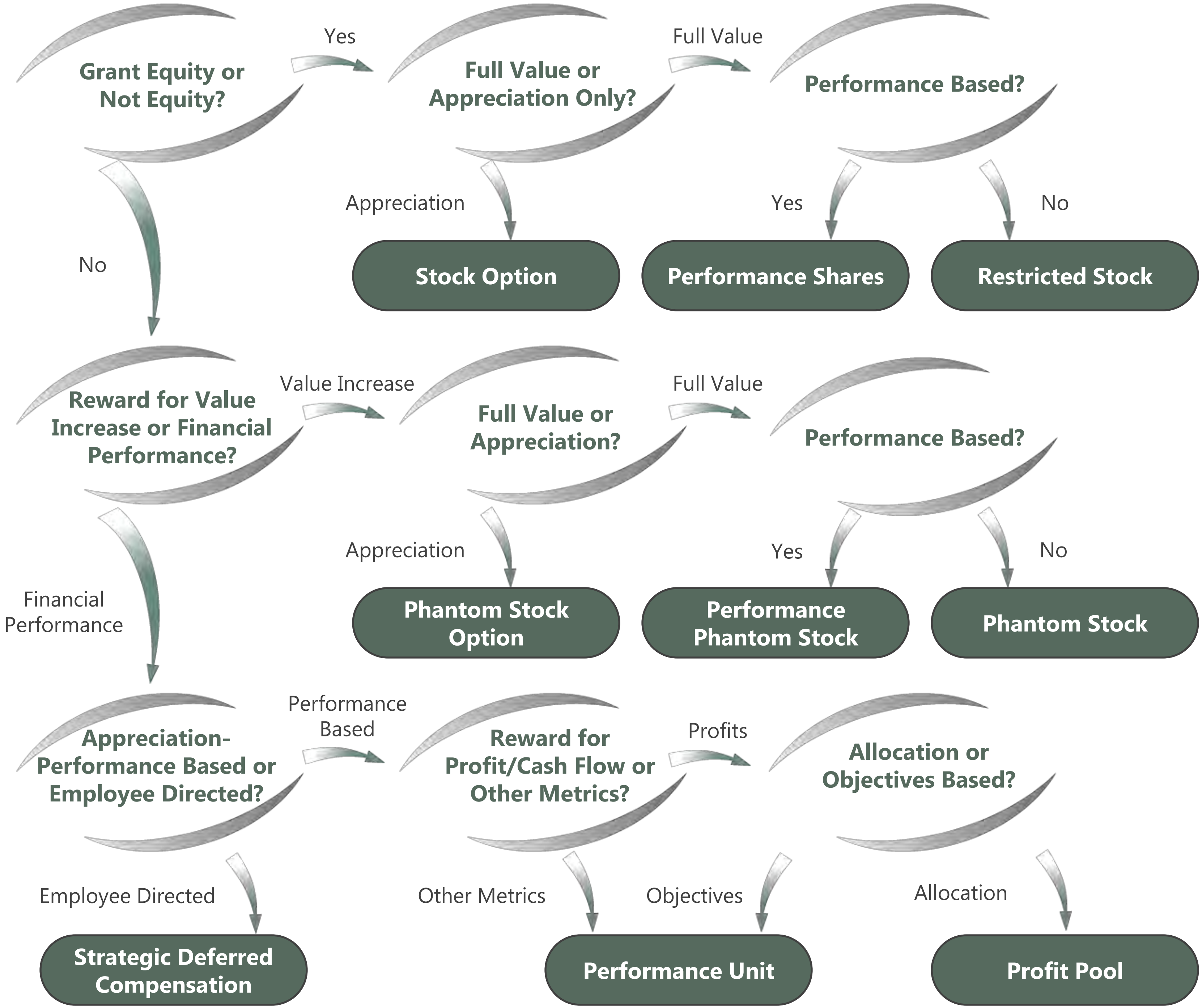
Individual Performance

- Trend is to de-emphasize personal performance
- Performance Management
  - Managers more likely to be honest about performance if incentives are not directly correlated to performance rating
  - If performance is deemed "unacceptable" discretion can be exercised to eliminate incentive payment

Growth Incentives (Value Sharing)

Select the Right Plan Type

- Restricted Stock
- Phantom Stock
- Profit Pool
- Performance Shares
- Performance Phantom Stock
- Performance Unit
- Stock Option
- Phantom Stock Option
- Strategic Deferred Compensation


Grant Equity or Not Equity?
Yes
Full Value or Appreciation Only?
Full Value
Performance Based?
Appreciation
Yes
No
Stock Option
Performance Shares
Restricted Stock
No
Reward for Value Increase or Financial Performance?
Value Increase
Full Value or Appreciation?
Full Value
Performance Based?
Appreciation
Yes
No
Phantom Stock Option
Performance Phantom Stock
Phantom Stock
Financial Performance
Appreciation-Performance Based or Employee Directed?
Performance Based
Reward for Profit/Cash Flow or Other Metrics?
Profits
Allocation or Objectives Based?
Employee Directed
Other Metrics
Objectives
Allocation
Strategic Deferred Compensation
Performance Unit
Profit Pool

Rules of Thumb

- **Senior Executives**
  - Short-term--50%
  - Long-term--50%
- **Management**
  - Short-term--60%
  - Long-term--40%
- **Rank and File Employees**
  - Short-term--75-100%
  - Long-term--0-25%

What High Performers Want

- There is a philosophy that guides pay decisions and I relate to it.
- There is a mechanism for sharing value with those who help produce it.
- I have some control over how much I can earn if I produce.
- I feel a sense of partnership with ownership.

Long-Term Value-Sharing & Catalysts

- Single most important component in attracting and retaining "catalysts"
- Should be used in every size organization
- Creates "wealth multiplier" mindset
- Ties employees to vision and growth plan of the company
- Most under-utilized plan in most private companies

3. Unattainable or Complicated Metrics

Metrics Focus

8 Problems

1. Impossible to link every metric to true value creation.
2. Multiple KPIs create confusion and sap motivation.
3. A focus on behavior incentives can lead to the opposite behavior.
4. Difficult to find metrics for every position.
5. Results may be manipulated or loopholes exploited.
6. Impossible to equalize metrics across individuals and departments.
7. Unintended and unanticipated negative consequences.
8. Pursuit of “perfect” metrics is a time waster.

Results, not Methods

"You cannot hold people responsible for results if you supervise their methods."

(Stephen R. Covey)

The Right Premise

Reward employees for achieving the shareholders' most important financial results and treat them as growth partners.

Shareholder's Most Important Result

Sustainable and growing profitability

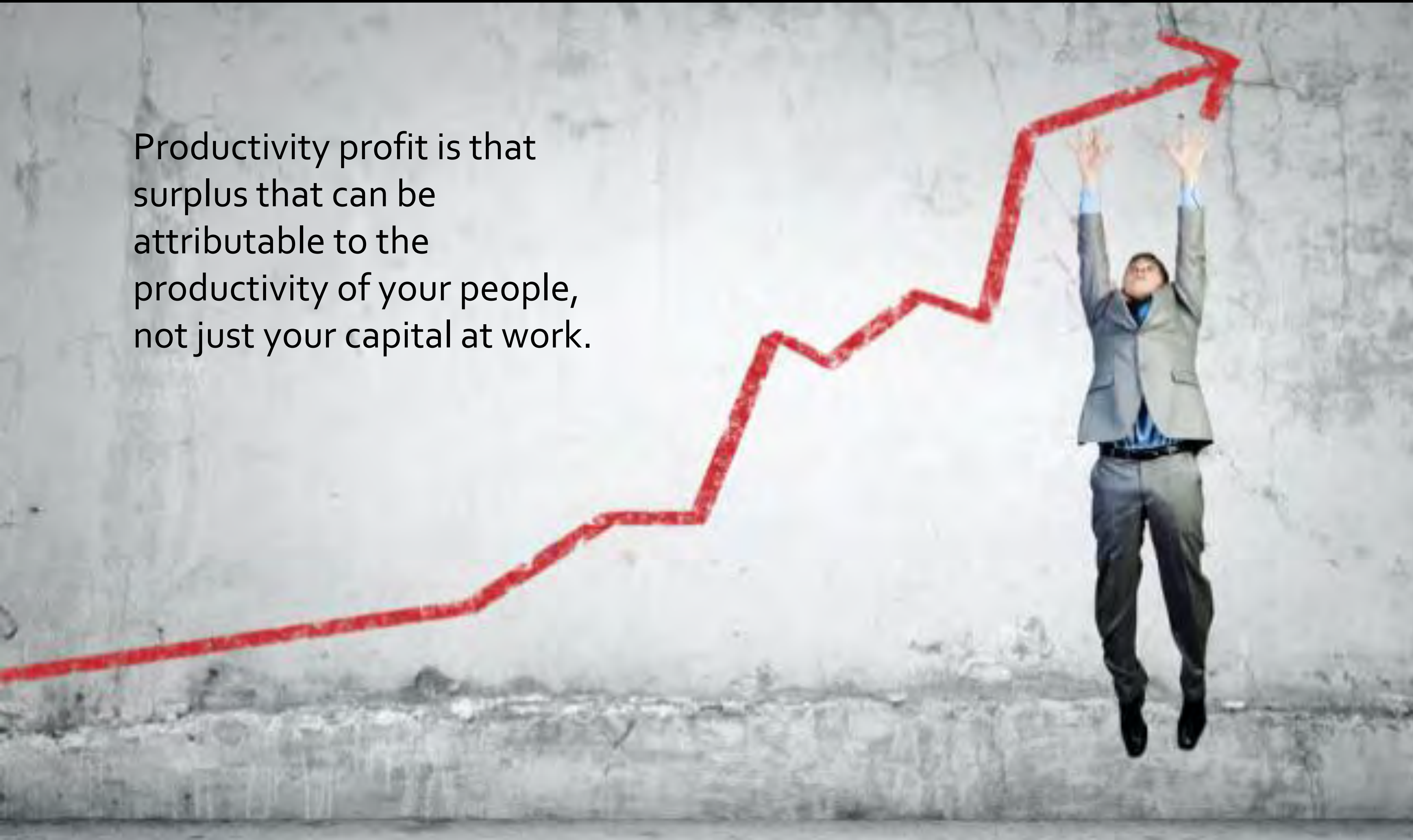
Central Metric (for incentive plan funding)

Focus on One of These:

- Profit
- Increase in Profits (% or $)
- (Sometimes: Revenue Growth)

Not Just Profit but Productivity Profit

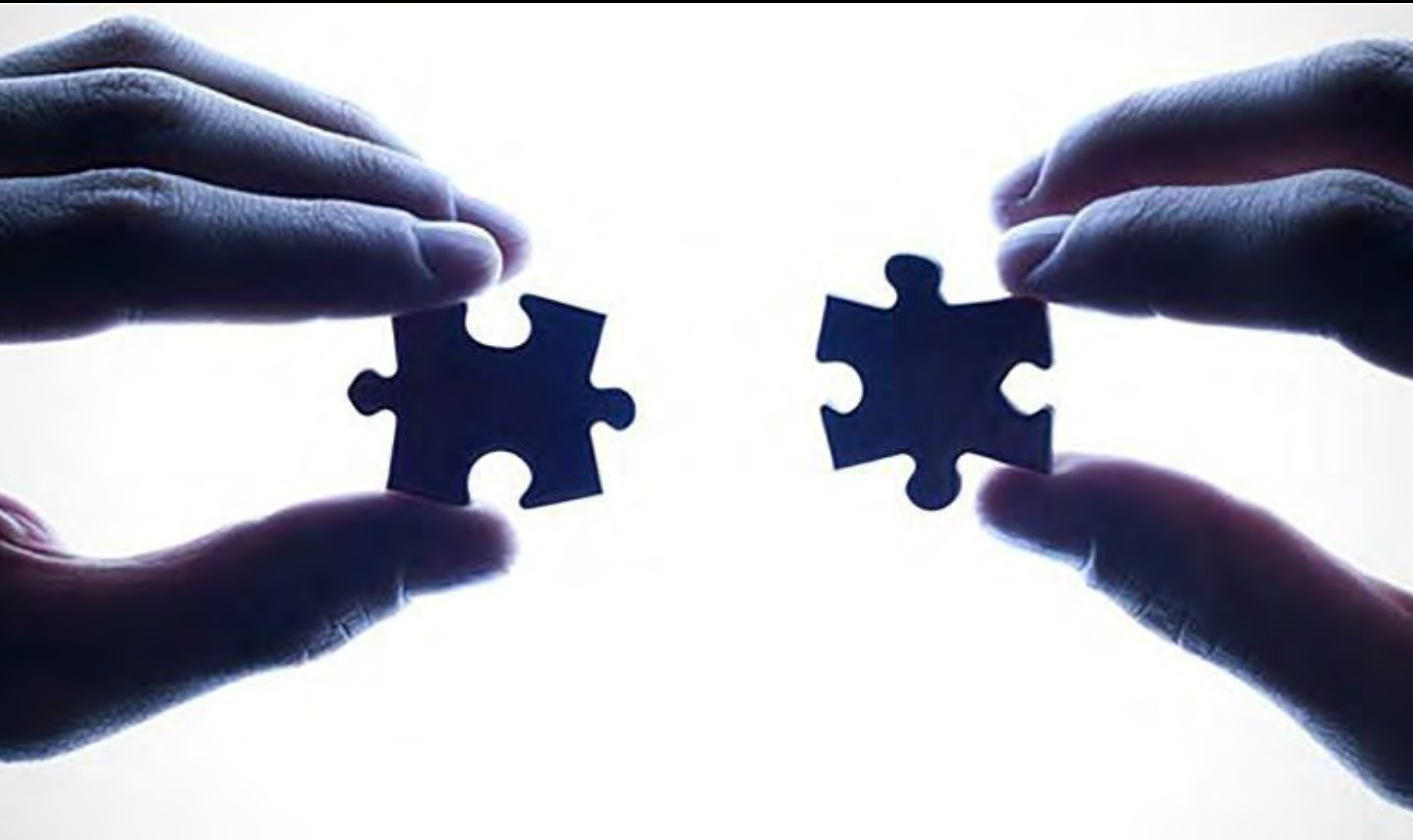
Productivity profit is that surplus that can be attributable to the productivity of your people, not just your capital at work.



#4: Ineffective Communication

- Defensive posture
- No foundation philosophy
- No context for pay programs

Communicate a Sense of Partnership



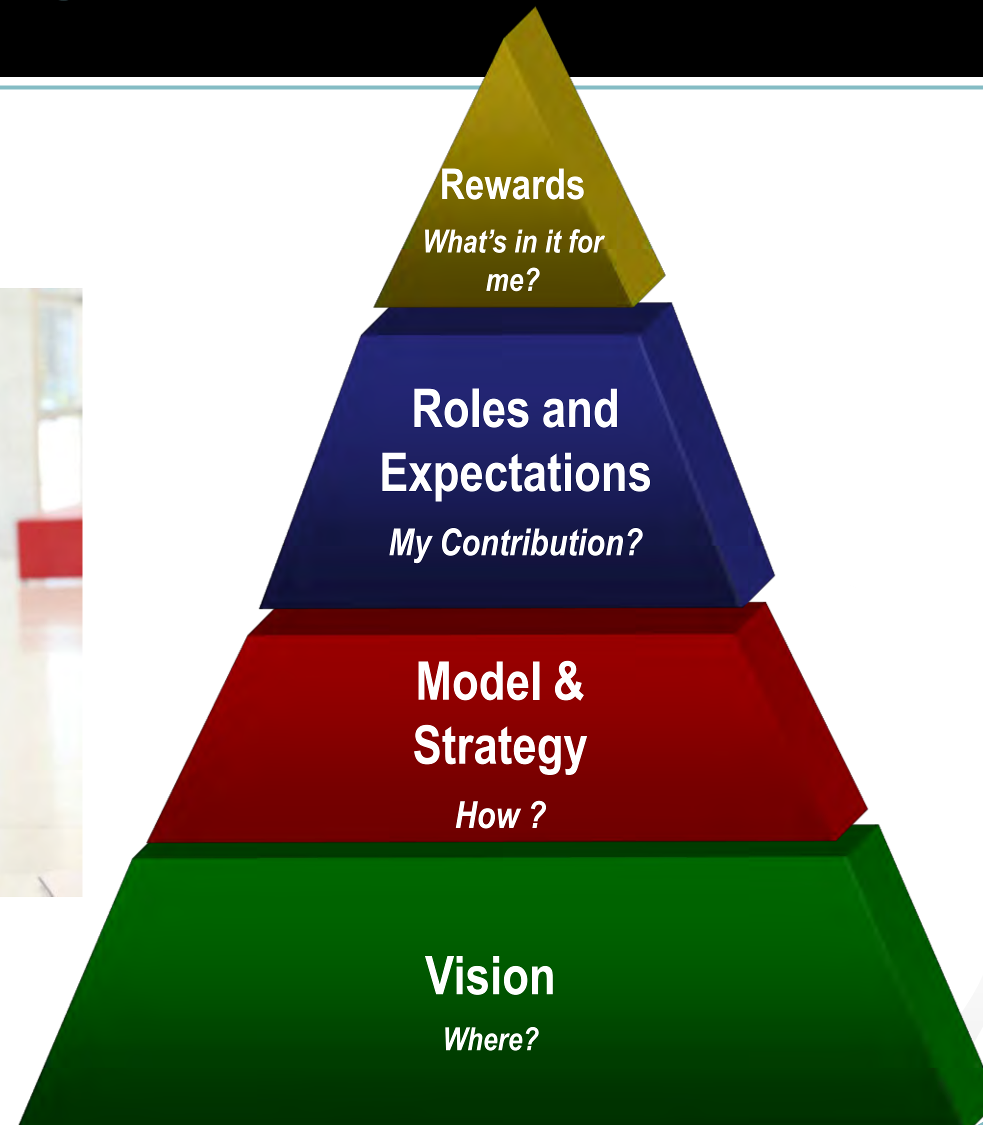
Market a Future that’s Relevant

- Here’s our future.
- Here’s how we’re going to get there.
- Here’s the role we picture for you.
- Here’s how we encourage our people to grow and contribute.
- Here’s our philosophy about pay and rewards.
- Here are our specific pay programs.
- Here’s how our pay programs will work for you if we achieve our plan.

Employee Value Statement

Year	1	2	3	4	5
Targeted Results	100%	100%	100%	100%	100%
Salary	$160,000	$166,400	$173,056	$179,878	$187,177
STVS	$64,000	$66,560	$69,222	$71,991	74,871
LTVS (EOY)	--	$74,000	$186,000	$311,000	$448,000
401(k) @7%	$17,120	$36,123	$57,169	$80,428	$106,086
Total Cash	$224,000	$232,960	$242,278	$251,970	$262,048
Wealth Accrual	$17,120	$110,123	$243,169	$391,428	$554,086
Total Value	$241,120	$567,083	$942,407	$1,342,636	$1,767,343

Focus on Line of Sight



4 Engagement Killers

1. An Incomplete or Unbalanced Compensation "Portfolio"

2. Value-Sharing that Doesn't Result in a Meaningful Payout

3. Performance Metrics that are Unattainable or Too Complicated

4. Ineffective Rewards Communication and Reinforcement

Engagement (Pay) Solutions

1. An Incomplete or Unbalanced Compensation "Portfolio"
   - Create an Aligned Pay Strategy
2. Value-Sharing that Doesn't Result in a Meaningful Payout
   - Consider the Employee View
   - Share Value instead of Paying Incentives
3. Performance Metrics that are Unattainable or Too Complicated
   - Focus on Profit—Especially Productivity Profit
4. Ineffective Rewards Communication and Reinforcement
   - Build a Sense of Partnership
   - Market a Future that's Relevant
   - Create Line of Sight

Turn This…

Into This

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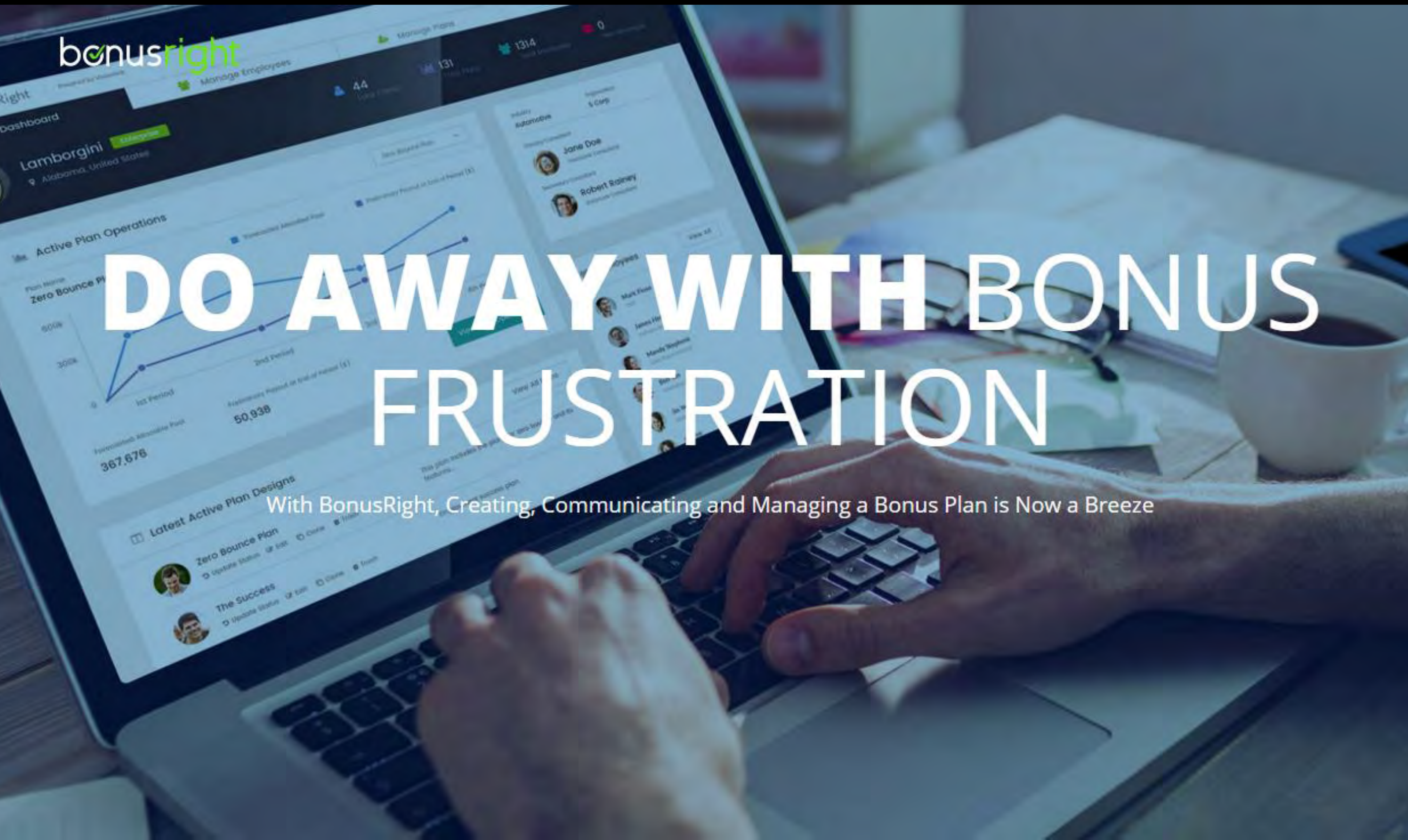

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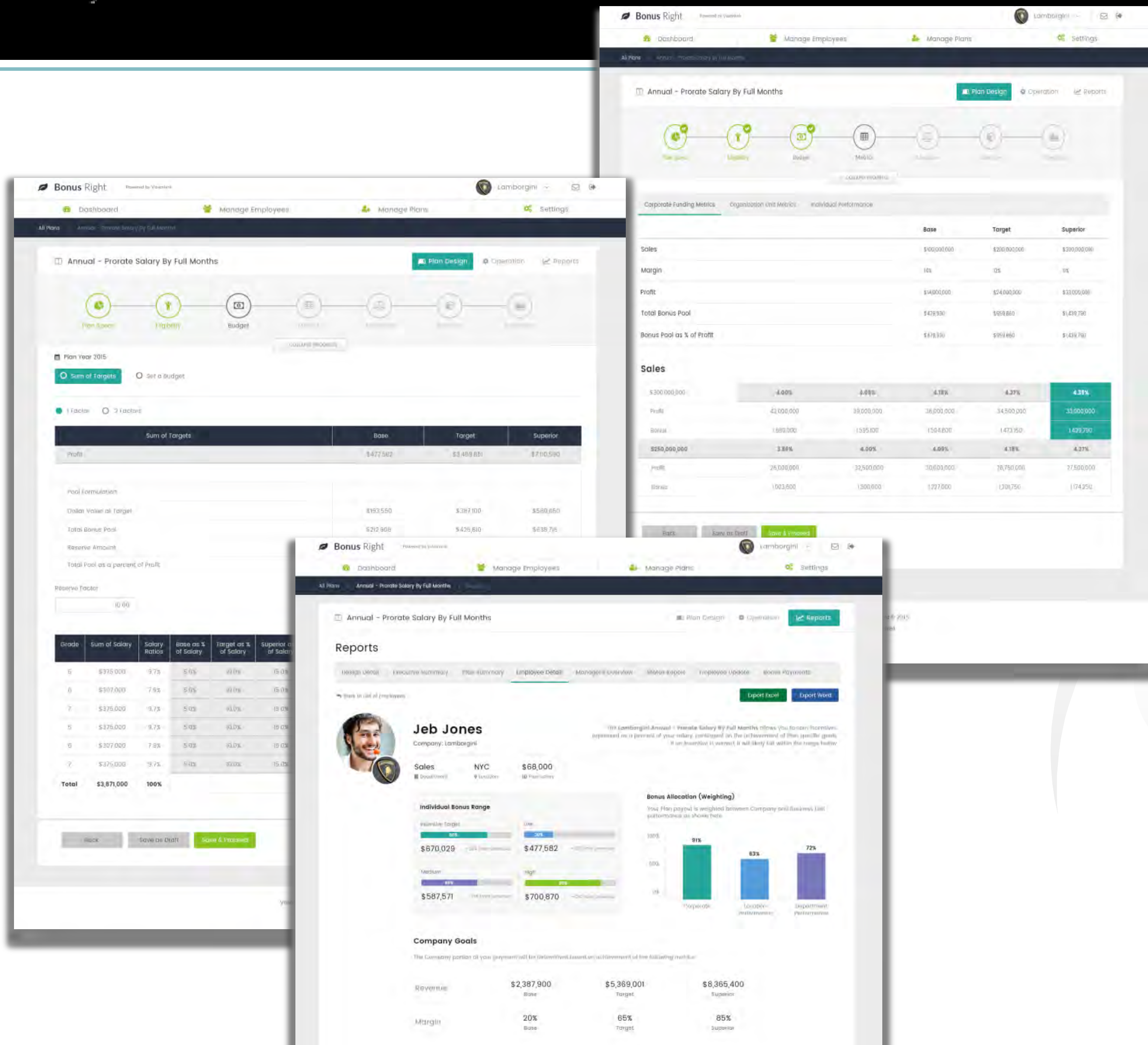

- New SaaS tool
- Build and manage your bonus plan online.
- Indicate on survey if you would like to schedule a demo.

Request Consultation & Take Survey

Take advantage of one-hour consulting call with a VisionLink principal at no charge.

Indicate interest on final survey

Request a copy of our slides, white paper, complimentary consultation and BonusRight demo.

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3 Ways to Hit a Home Run with Millennial Pay	March 28th
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4 Reasons Private Companies Love Phantom Stock	May 23rd
Who CEOs Should Hire and How to Pay Them	June 27th

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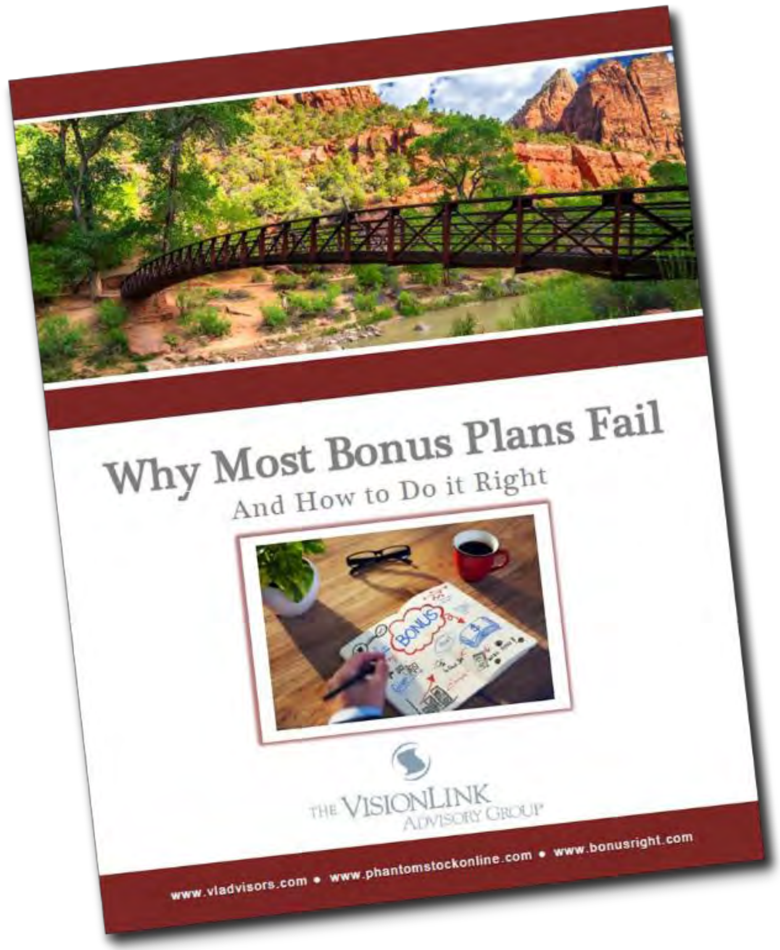
New Report:

WHY MOST BONUS PLANS FAIL

(And How to Do it Right)



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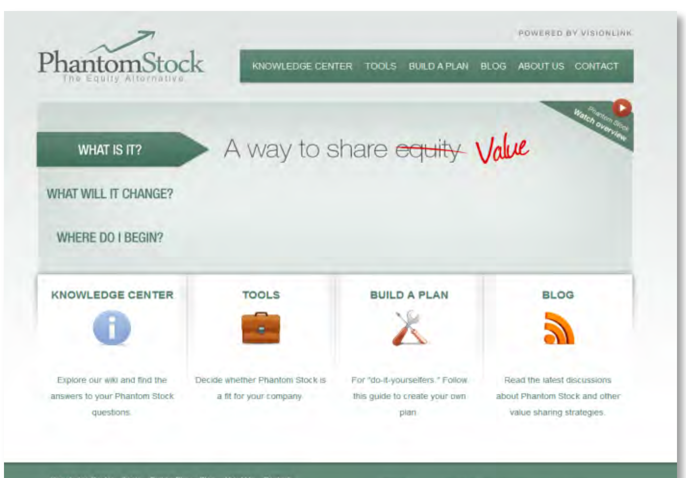

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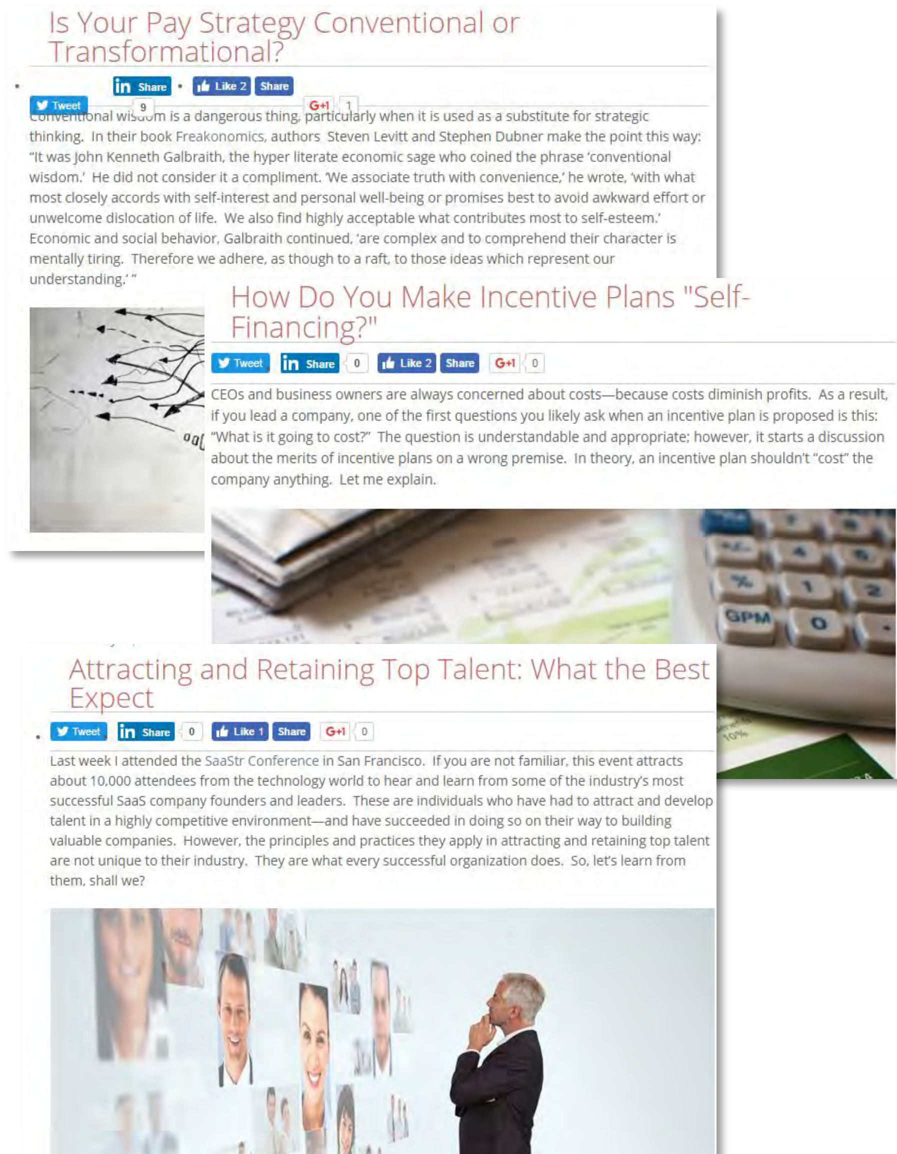

Q&A

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Thank You!

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