

How to Build a More Compelling Pay Strategy



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Today's Presenter:

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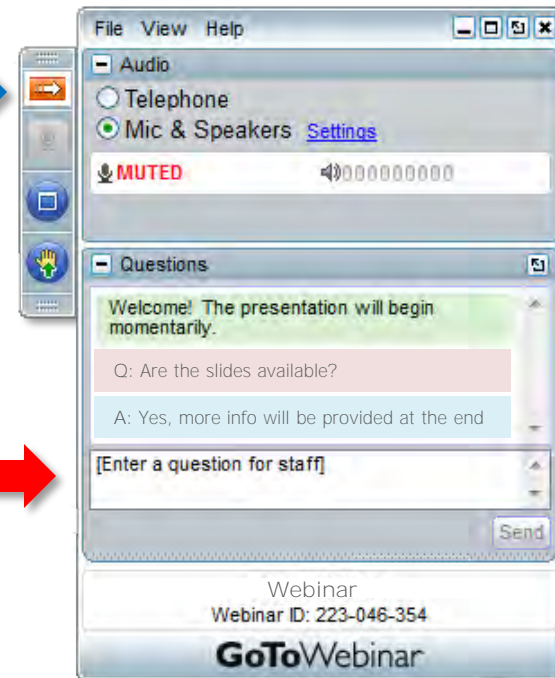
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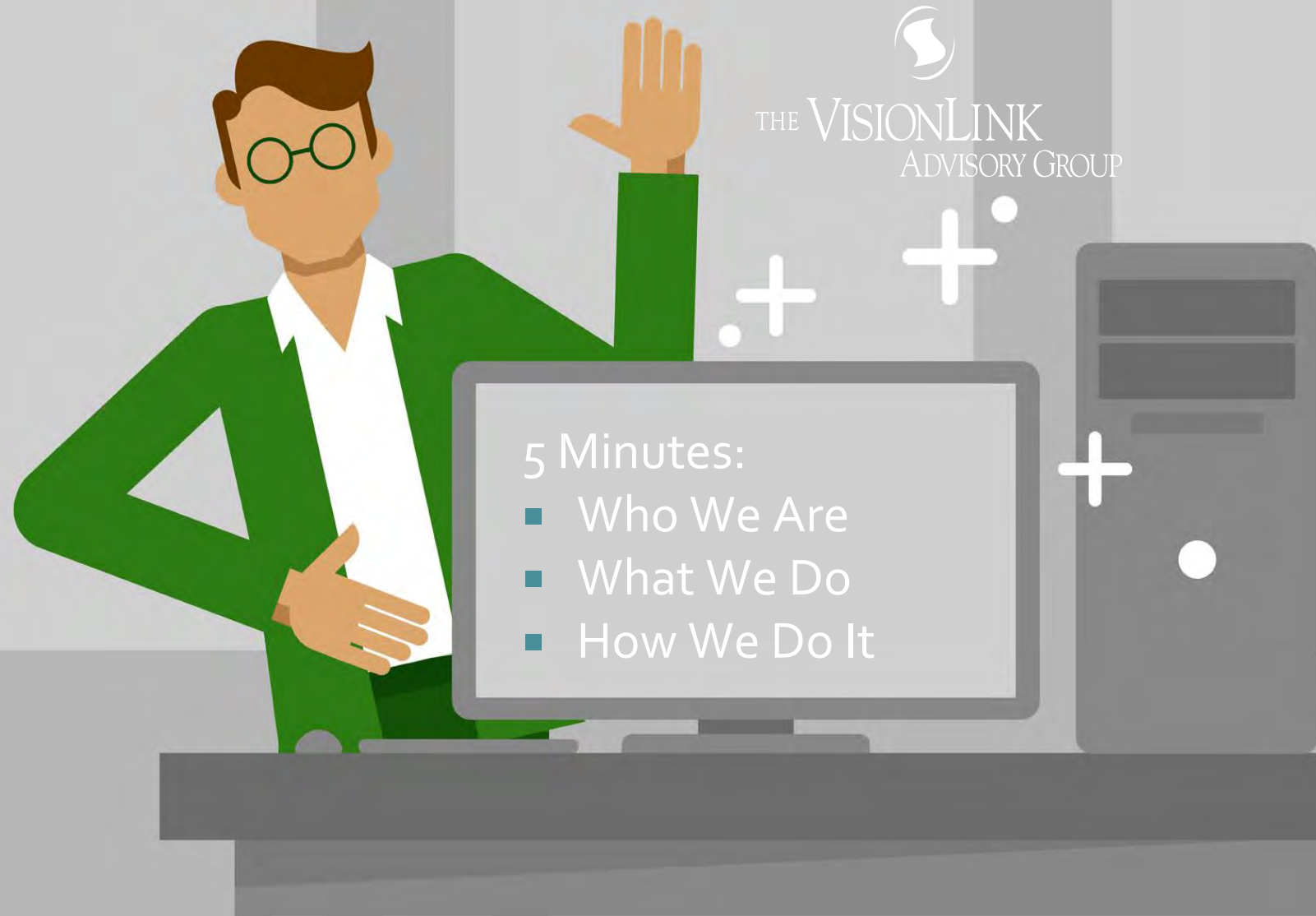
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- Headquartered in Irvine, CA
- Founded in 1996
- Over 450 Clients throughout North America

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VisionLink's Focus: Help Business Leaders Build and Sustain a High 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.



Where We're Headed

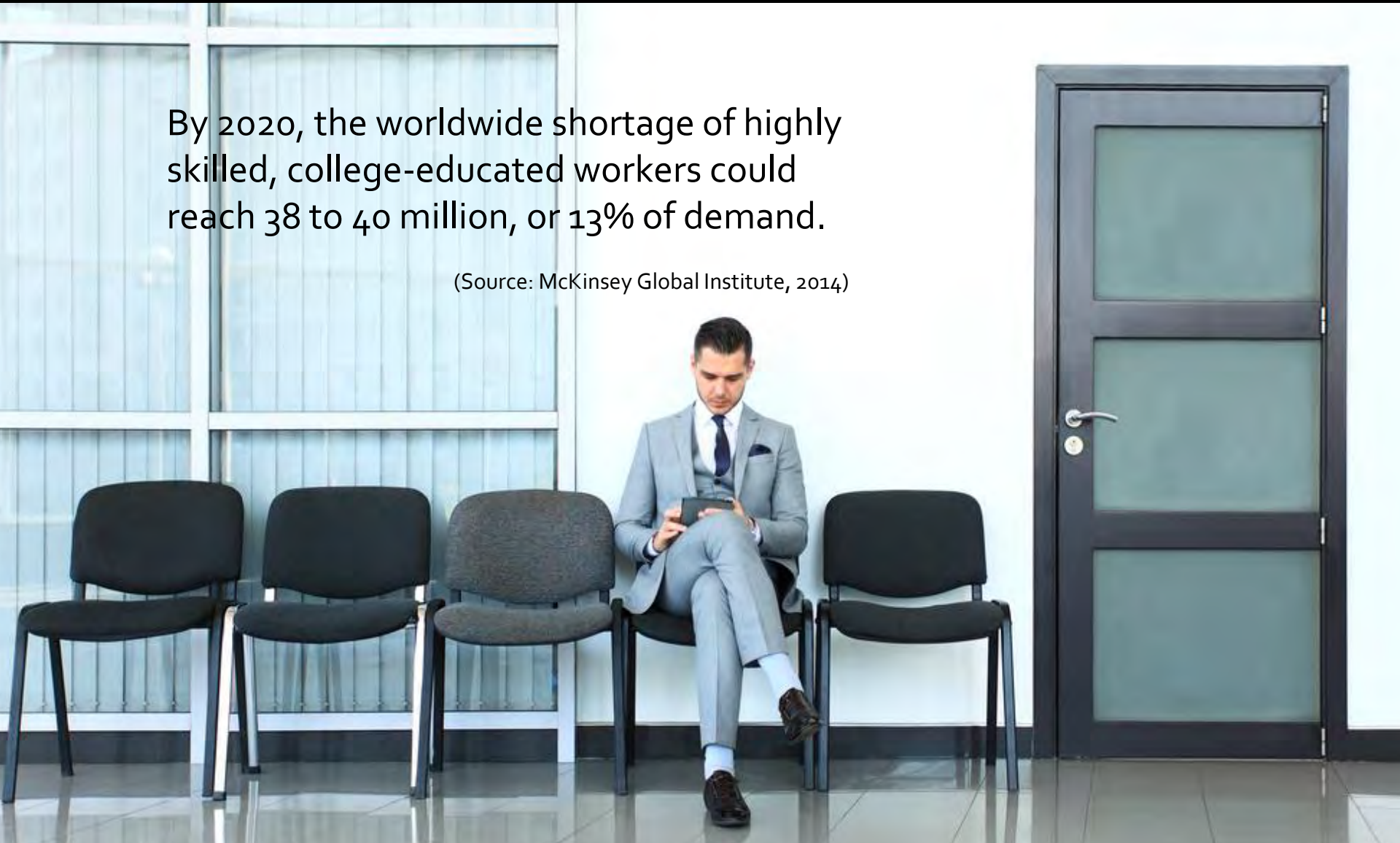
1. "Why do I need a 'compelling' value proposition?"
2. "How do I get one?"



Key Talent Trend

By 2020, the worldwide shortage of highly skilled, college-educated workers could reach 38 to 40 million, or 13% of demand.

(Source: McKinsey Global Institute, 2014)




2020 is Here



"The conversations overheard at every Chief Executive Group event this year undoubtedly echo the conversations you're having with ...the heads of every division in your organization: how to deal with the skills gap that has made it so difficult for companies throughout America to fill available jobs, increase often-stalled productivity, navigate change, and fuel the sort of disruptive activity that is essential for survival in this economy."

(Chief Executive Magazine, July 25, 2017)

Employee Empowerment

A woman with long brown hair, wearing a white shirt and a dark grey blazer, is looking down at a white smartphone in her right hand. She is holding a blue folder under her left arm. The background is a blurred cityscape.

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)

Governing Thought

Pay the least amount you can
“get away with” to attract the
best talent available and drive
the maximum performance
possible.



Those Days are Gone



4 Secrets to a Compelling Pay Strategy

1. Identify Compensation's "Job"
2. Know Who You Want to Attract
3. Understand the Employees' View of Pay
4. Build a "Complete" Strategy



Secret #1: Identify Compensation's Job

"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

Let the Jobs-To-Be-Done Theory Guide You

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

Questions, Questions, Questions



?

What “job” have you hired your compensation plan to do?

What pay strategy is best suited to that “job? ”

Questions, Questions, Questions

Is your pay strategy performing so well you're ready to give it a raise, or are you more inclined to fire it at this point?

Strategic Considerations

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?



Core Drivers



Examples of outcomes that should define what “job” you want compensation to do:

- Improve short and long-term profitability (increased revenue, improved margins, lower costs).
- Improve shareholder value.
- Accelerate innovation.
- Increase the company’s ability to attract and retain premier talent.
- Provide clarity about roles, expectations and outcomes.
- Encourage a sense of stewardship about roles.
- Enable an ownership mindset on the part of key people.
- Link employee rewards to performance.
- Build a unified financial vision for growing the business.

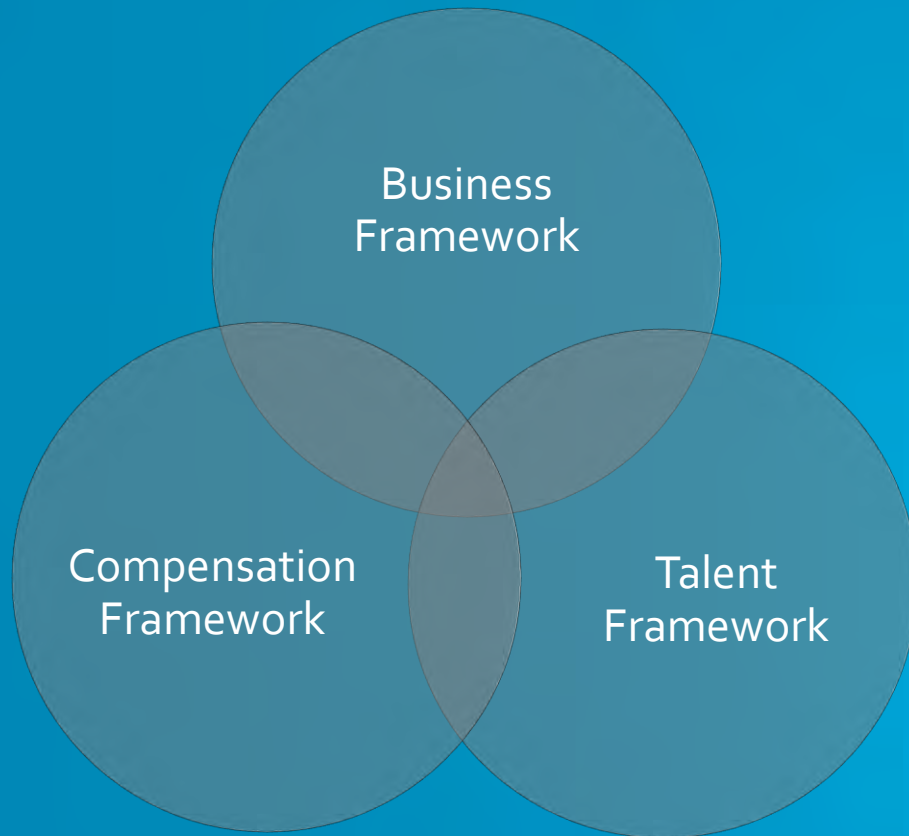
Core Drivers



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Start with Your Performance Framework



Business Framework

Business Framework

Phase One

- Define Growth Expectations (Vision)
 - Key outcomes that must be achieved
- Define Business Model and Strategy
 - Performance Engine
 - How the company will compete
 - Where are growth opportunities?
- Identify Roles and Expectations
 - Establish Performance Criteria
 - Define "Success"



Compensation Framework

Compensation Framework

Phase Two

- Establish a pay philosophy
 - Expansive vs. Selective—or Hybrid
 - Define what the company is willing to pay for
- Engineer a pay strategy
 - Structure
 - Mindset
- Adopt a “Total Rewards” Approach



Talent Framework

Talent Framework

Phase Three

- Identify Key Producers
 - Meeting “success” standards
- Identify Talent “Gaps”
 - Recruiting Strategy
- Communicate Expectations
 - Define success
- Communicate Rewards
 - Philosophy
 - Programs
 - Value Statement



Secret #2: Know Who You Want to Attract



Talent Assessment

- Define skill “categories” needed to drive business model
- Identify gaps
- Form recruiting strategy



Talent Alignment

Align People, Roles & Business Model

- Have top performers working in roles that maximize their unique abilities
- Avoid placement in roles that don't have a strategic impact



Recruit to a Role (Not a Position)

- Position: characterized by specific duties you need someone to carry out.
- Role: defined by outcomes and stewardship.

Positions are filled. Roles are *fulfilled*.

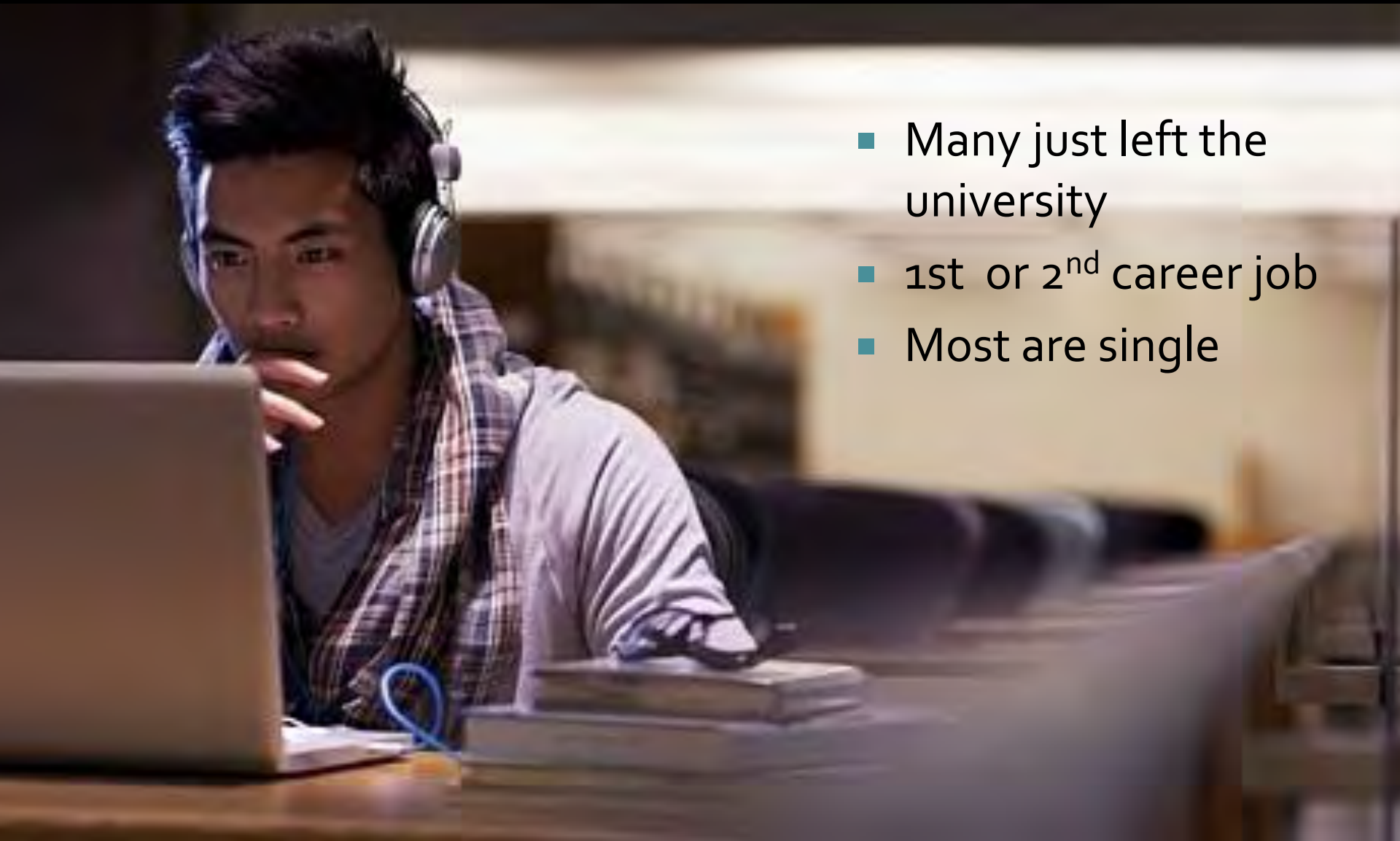


Millennial Career Segments

- Launchers
- Accelerators
- Catalysts



Launchers



- Many just left the university
- 1st or 2nd career job
- Most are single

Catalysts



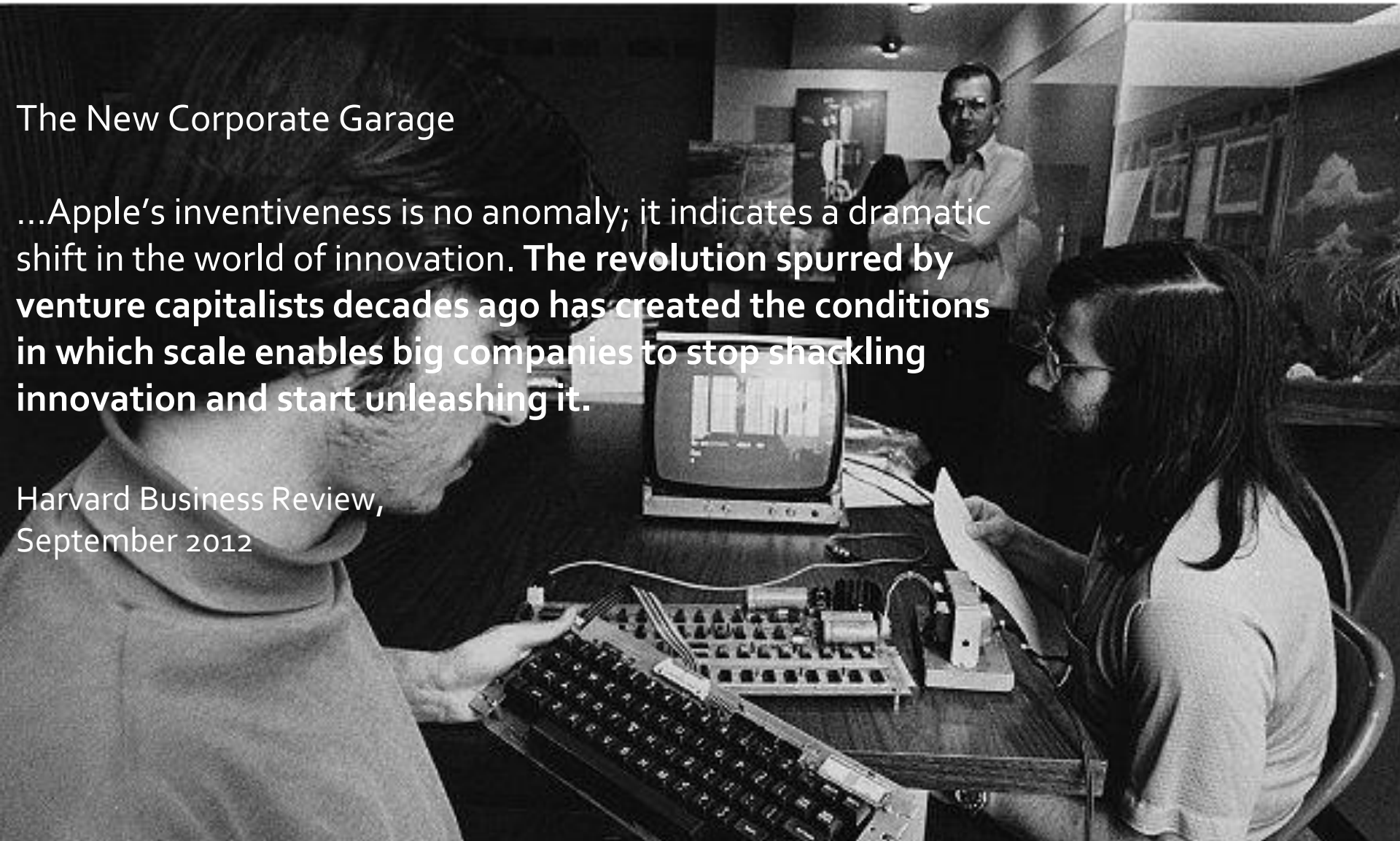
- Mid-30s
- Meaningful experience
- Unique abilities
- Able to affect significant (positive) change
- Companies are competing for their talents
- Have leverage
- Many married and have children

The Emergence of Catalysts

The New Corporate Garage

...Apple's inventiveness is no anomaly; it indicates a dramatic shift in the world of innovation. **The revolution spurred by venture capitalists decades ago has created the conditions in which scale enables big companies to stop shackling innovation and start unleashing it.**

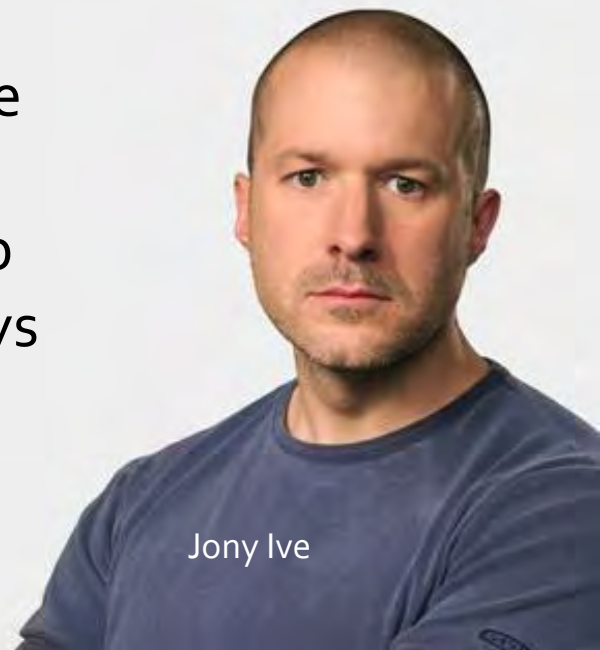
Harvard Business Review,
September 2012



Catalysts Change Growth Trajectory

“...entrepreneurial individuals, or **‘catalysts,’** within big companies are using those companies’ resources, scale, and growing agility to develop solutions to global challenges in ways that few others...”

Harvard Business Review,
September 2012 (continued)



Jony Ive

Secret #3: Understand the Employees' View of Pay



6 Reasons Employees Care About Pay

Personal

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

Business

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



Reason # 1 Lifestyle & Wealth Accumulation



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

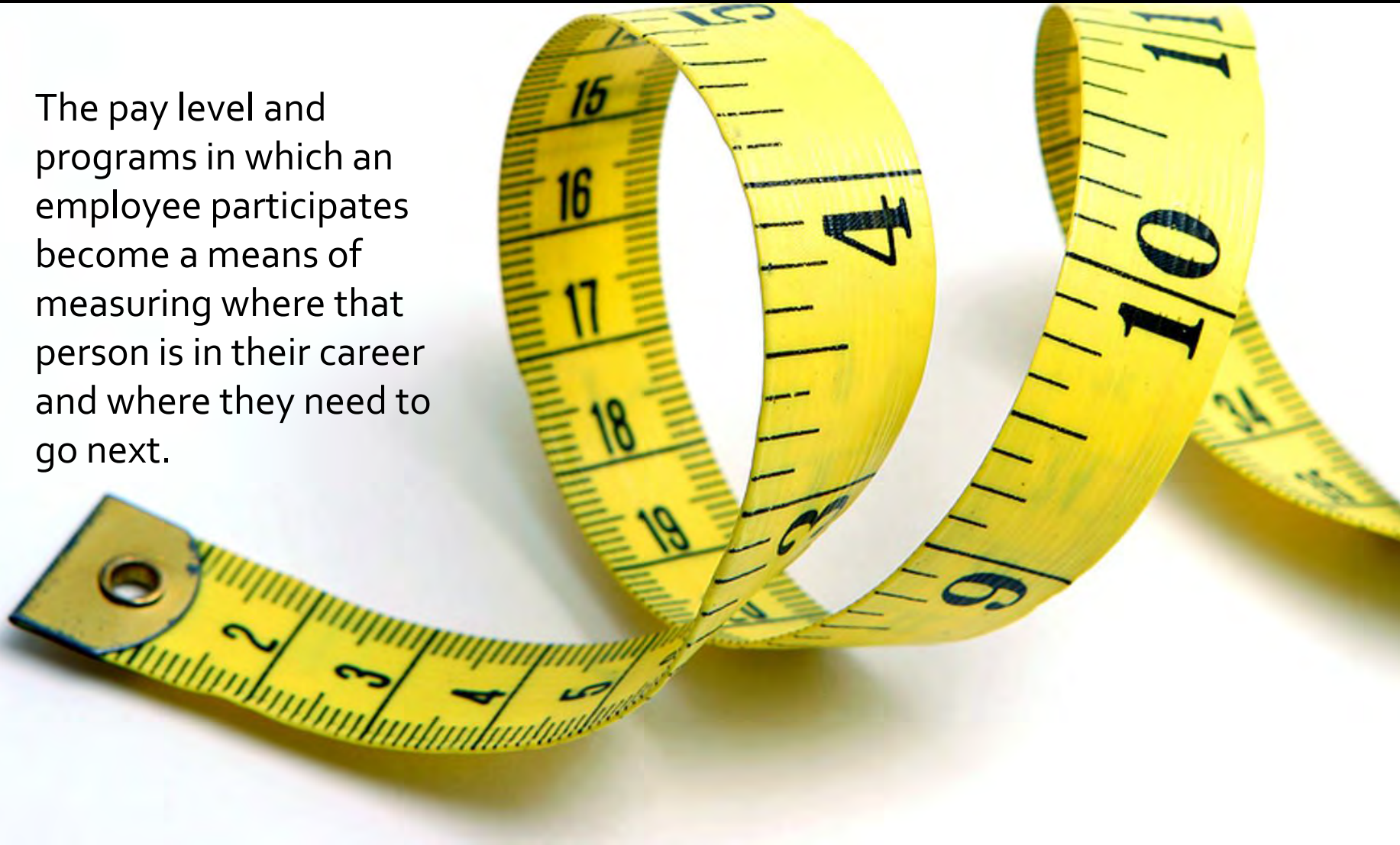
Cash Flow & Living Standard

Salary & Bonus

Clear Pay Philosophy

Reason # 2 Career Measurement

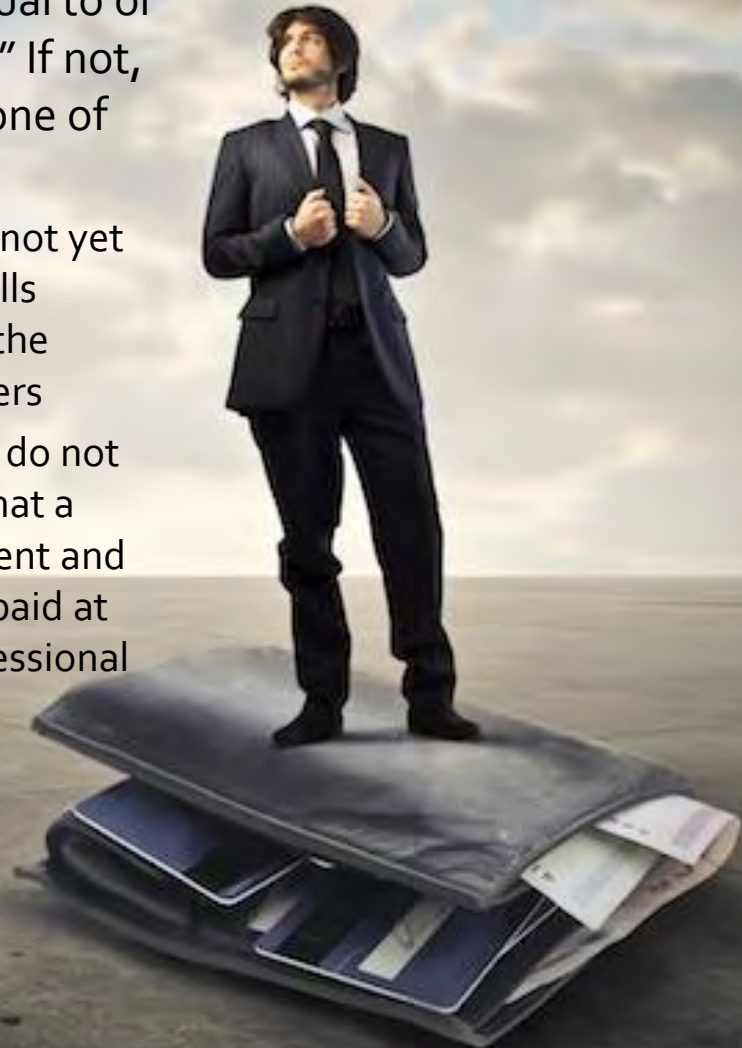
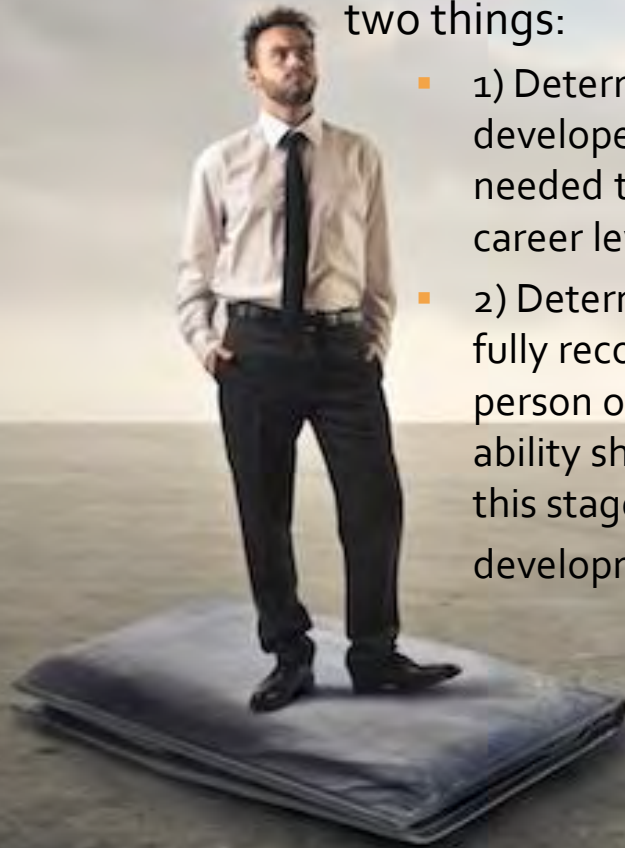
The pay level and programs in which an employee participates become a means of measuring where that person is in their career and where they need to go next.



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.



Reason # 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.



Reason # 4 Roles, Expectations & Priorities

Line of Sight

Rewards

What's in it for me?

Roles and
Expectations

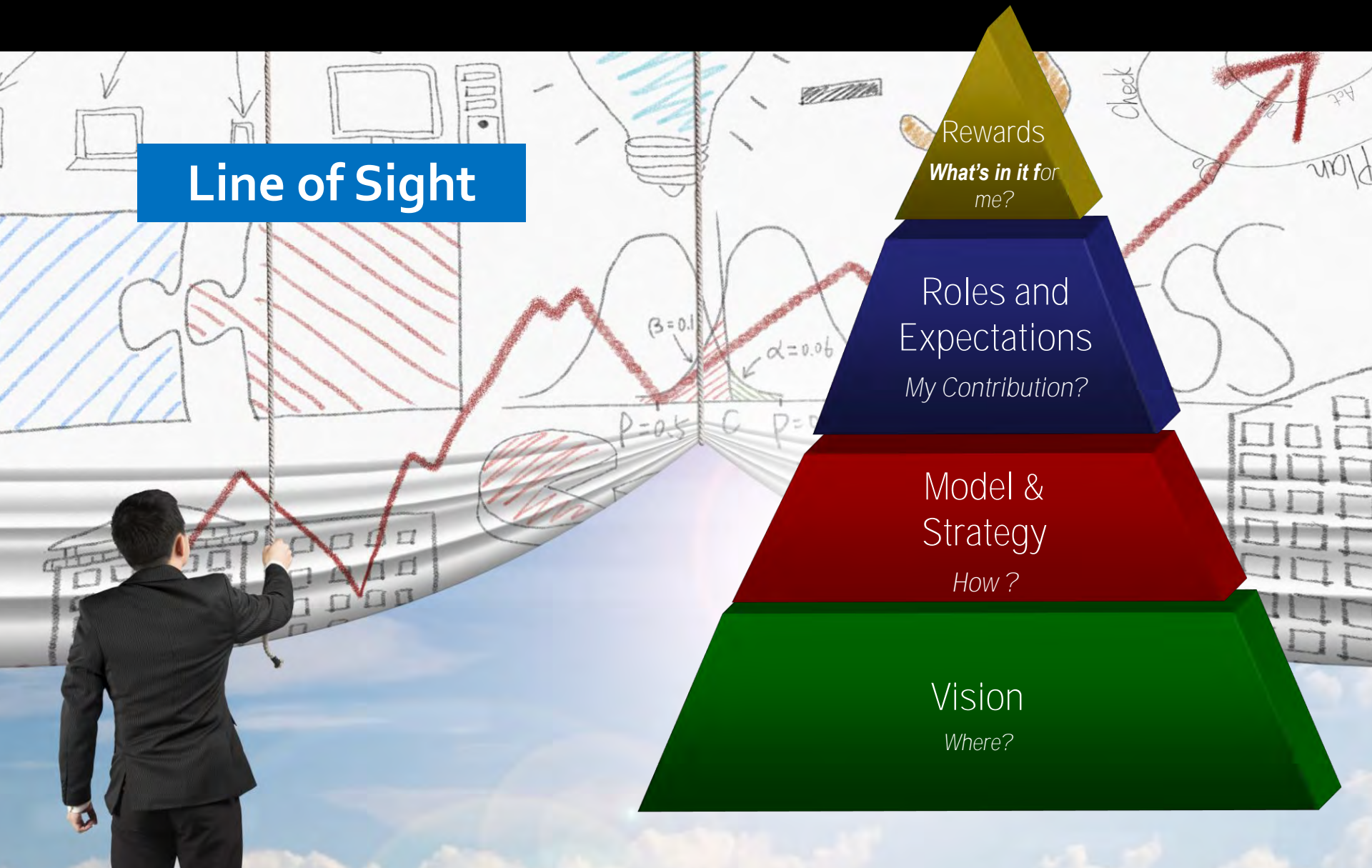
My Contribution?

Model &
Strategy

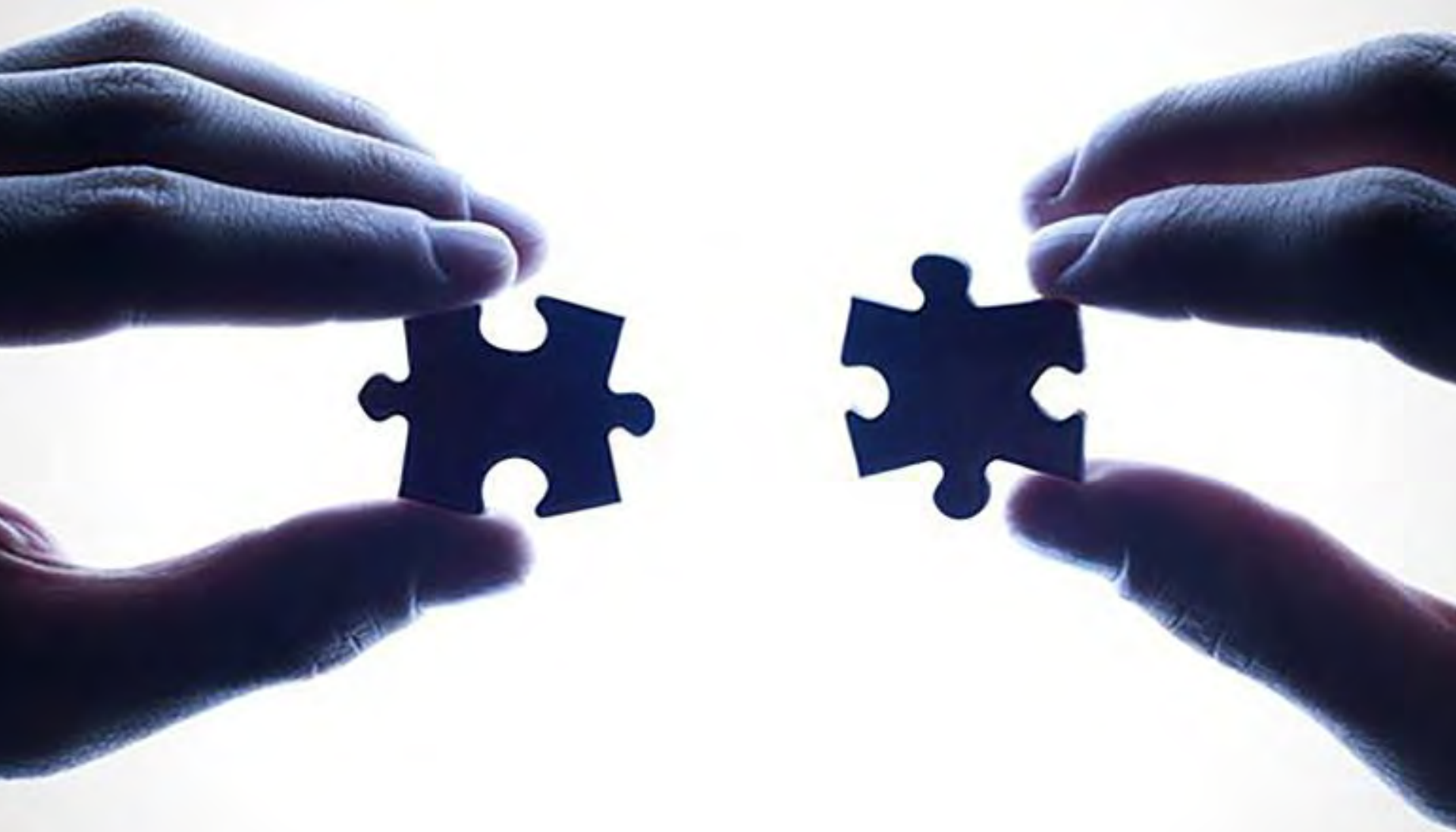
How?

Vision

Where?



Reason # 5 Partnership

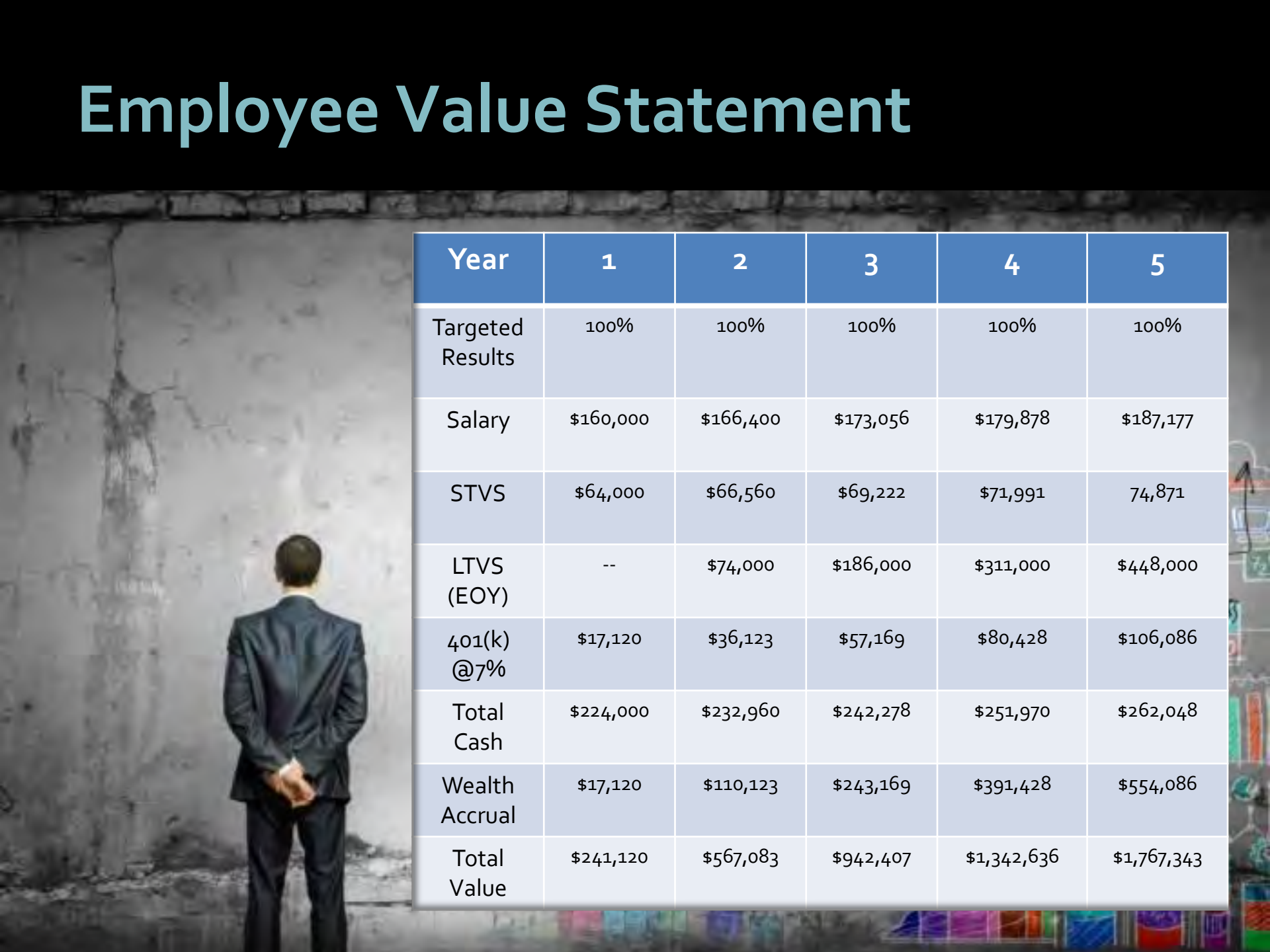


Market a Future that's Relevant

- 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 could work for you if we achieve our plan



Employee Value Statement



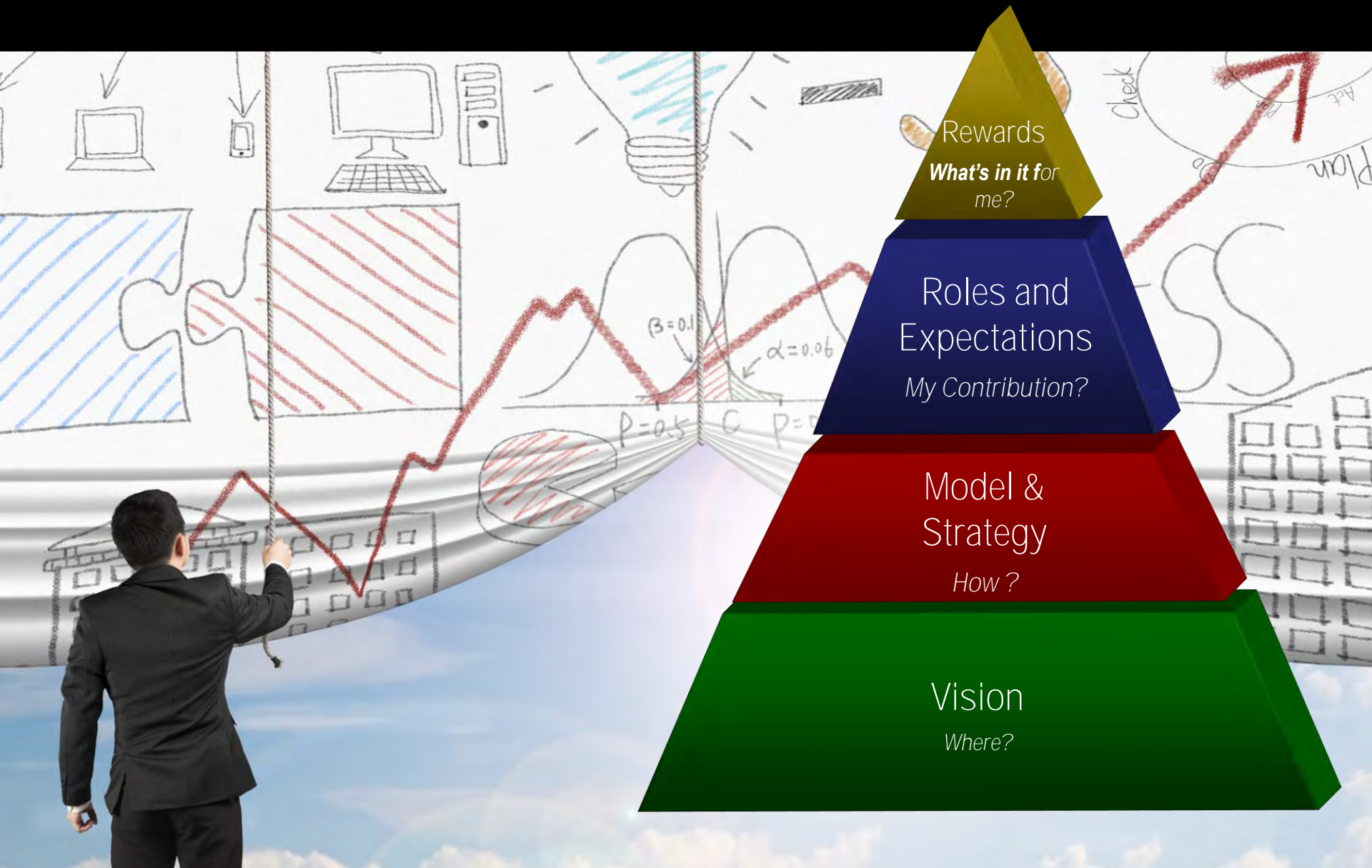
Year	1	2	3	4	5
Targeted Results	100%	100%	100%	100%	100%
Salary	\$160,000	\$166,400	\$173,056	\$179,878	\$187,177
STVS	\$64,000	\$66,560	\$69,222	\$71,991	74,871
LTVS (EOY)	--	\$74,000	\$186,000	\$311,000	\$448,000
401(k) @7%	\$17,120	\$36,123	\$57,169	\$80,428	\$106,086
Total Cash	\$224,000	\$232,960	\$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

Reason # 6 Continuity & Fairness

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



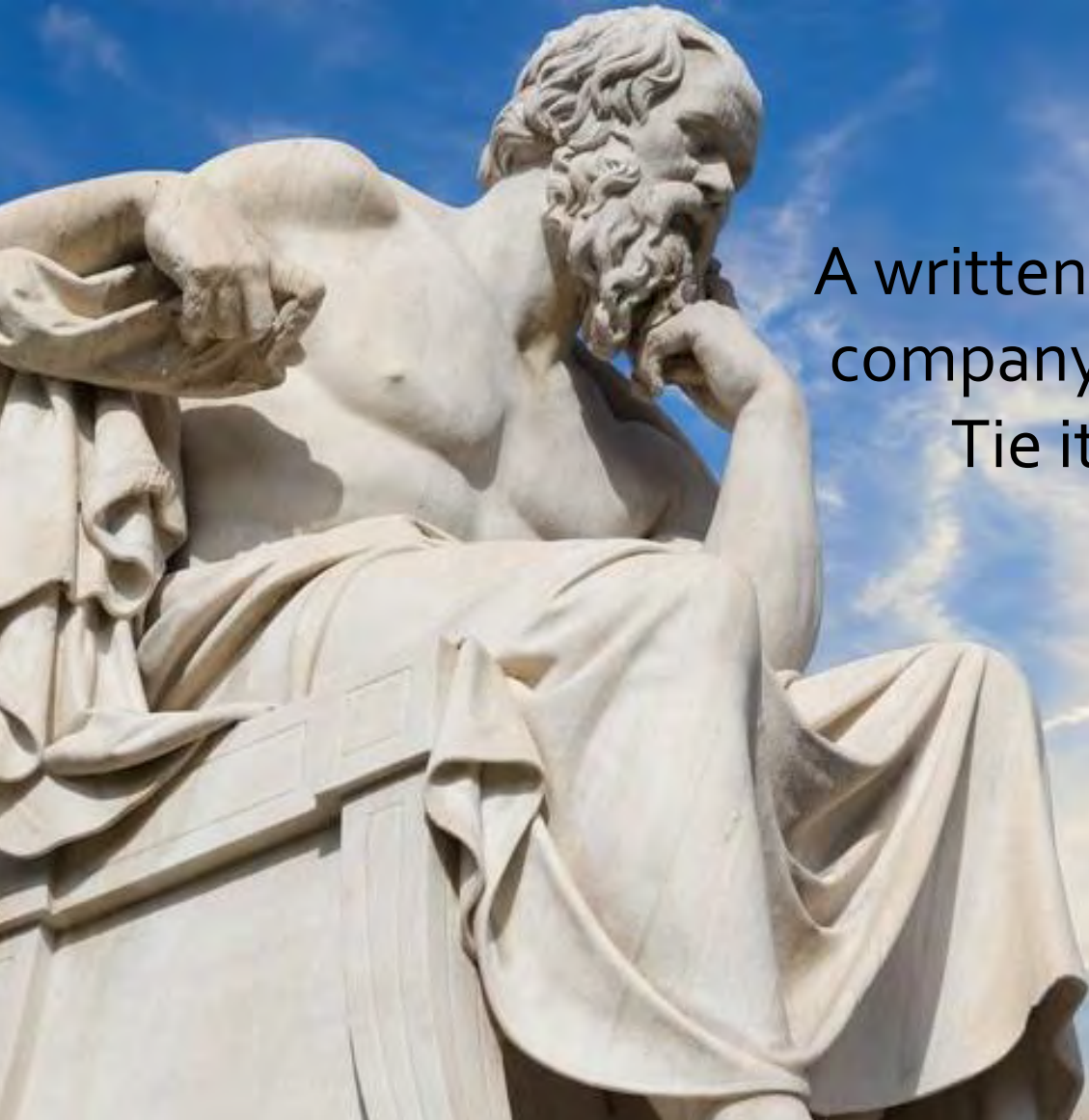
Line of Sight



Secret #4: Build a Complete Strategy



Start with a Clear Pay Philosophy



A written statement of what the company is willing to “pay for.”
Tie it to value creation.

Compensation Philosophy Statement



- How value creation is defined.
- How value is shared—and with whom.
- Market pay standards.
- How guaranteed pay and value-sharing will be balanced.
- How short and long-term value-sharing will be balanced.
- When or if equity will be shared.
- How merit pay is defined.

What do you want pay to communicate about what's important?

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.



Building a Complete 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%

Structured Flexibility

- Look at compensation strategy as you would an investment portfolio.
- Individual pay components are your “asset classes.”
- As things change, adjust *weighting* of each asset class.



Build a Total Compensation Structure

A hand is shown placing a white cube on top of a pyramid of white cubes. The pyramid is composed of several layers of cubes, with the top layer having two cubes. The hand is holding a cube above the pyramid, ready to place it. The background is a soft, out-of-focus light color.

A total compensation structure gives you a comprehensive view of all compensation and benefit plans and ensures operational integrity

The Total Compensation Structure

Grade/ Band	Salary Range			Bonus Target	LTIP Target	% Phantom Stock FV	% Phantom Stock AO	401k Match Max %	Deferred Comp Eligible	Deferred Comp Max Match	Health, Dental, Life	Vacation Days	Sick Days	Financial Planning Perk	Annual Car Allow
	Min	Mid	Max												
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

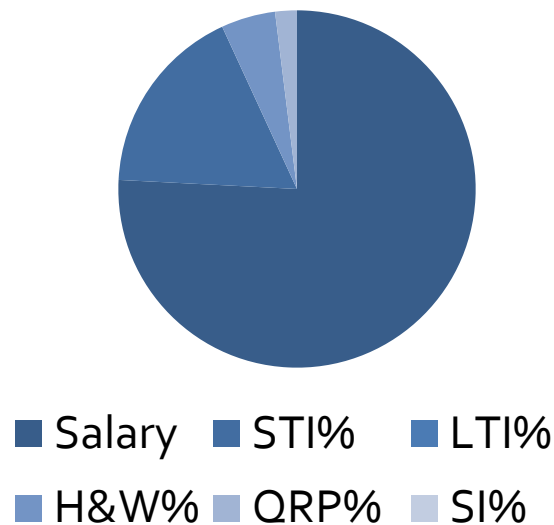
How are these values determined?

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

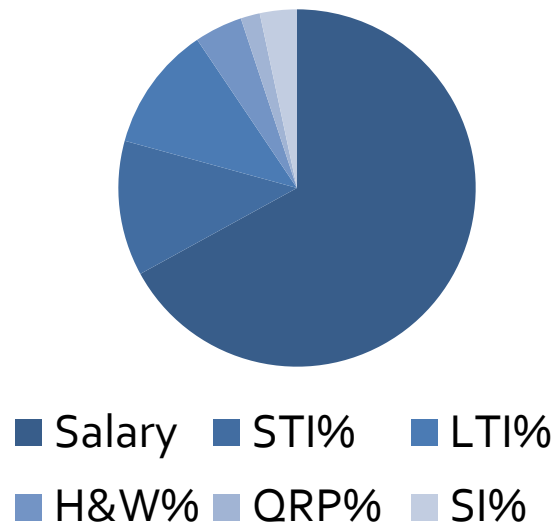
We've reduced the STI targets.

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

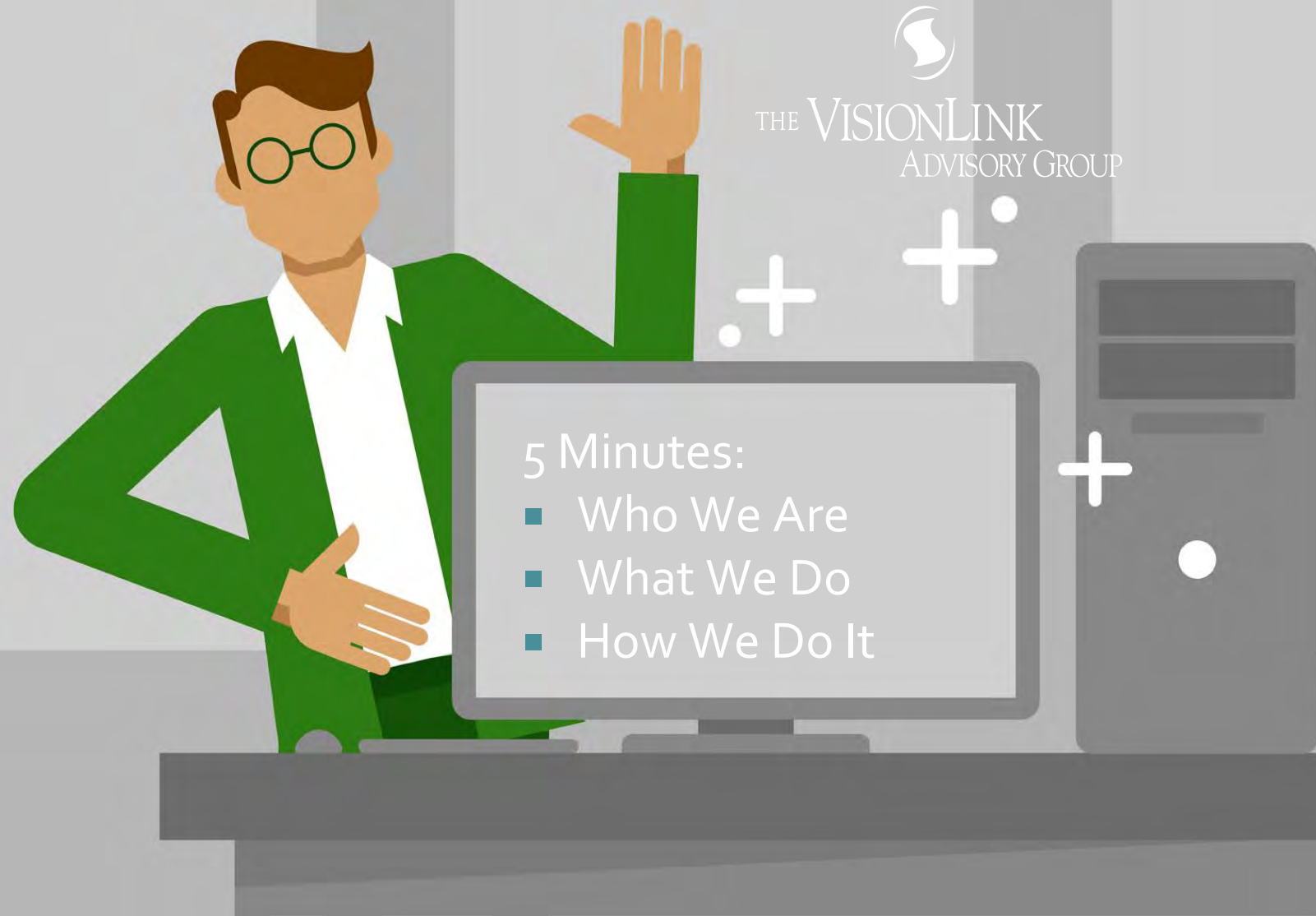


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4. Build a "Complete" Strategy



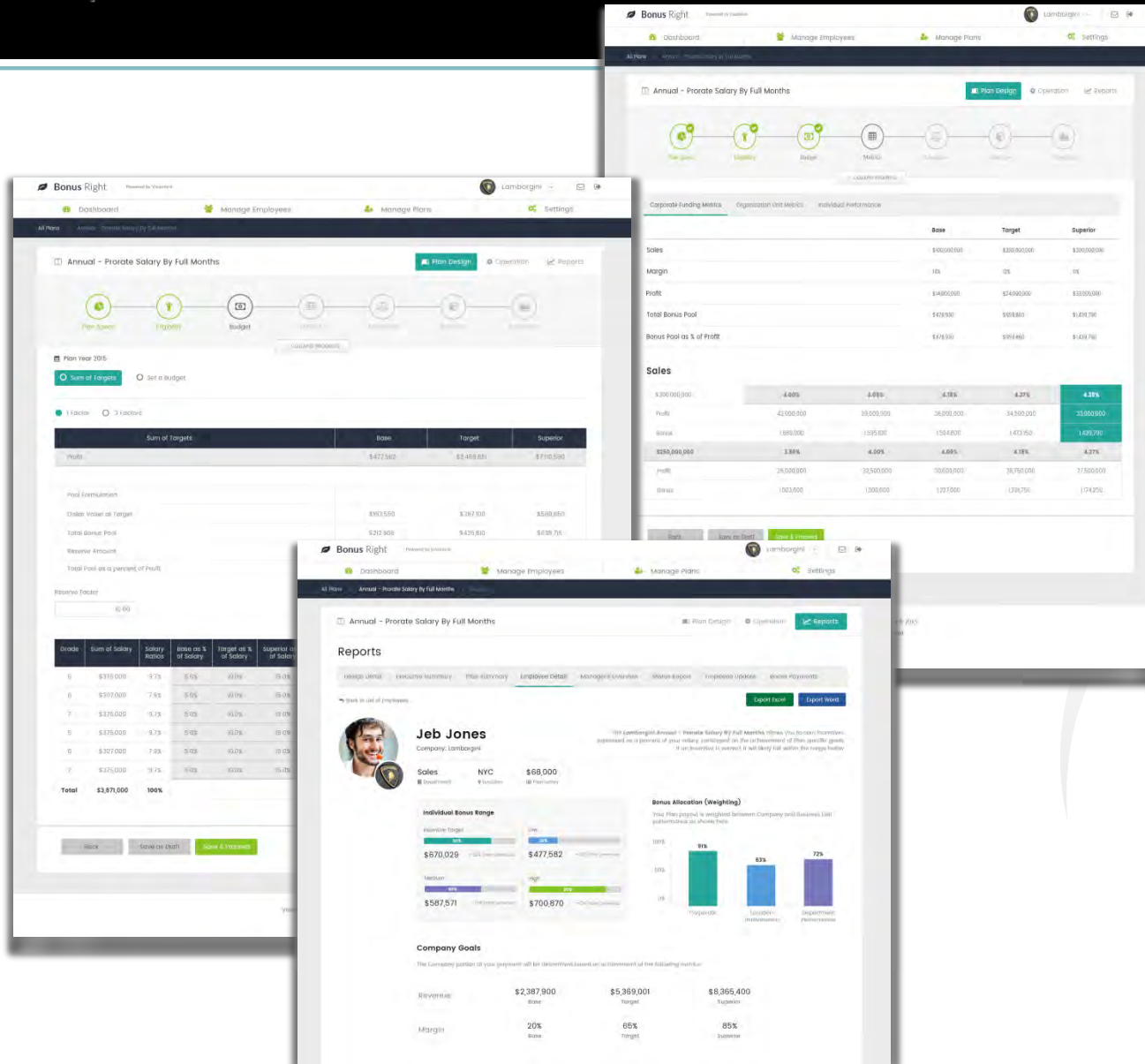
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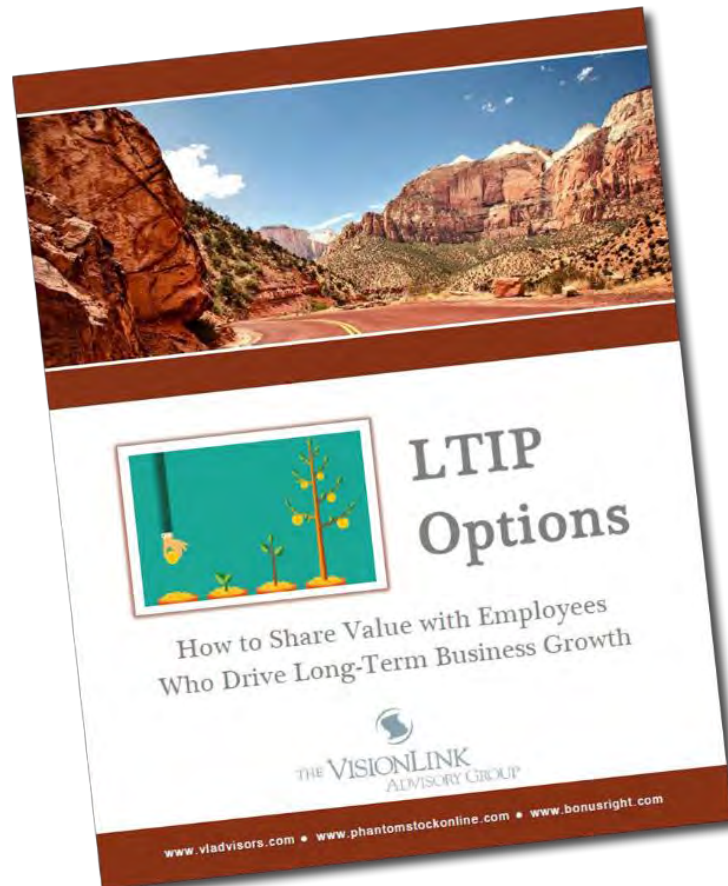
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3 Ways Your Value Proposition is Impacting Recruiting and Retention

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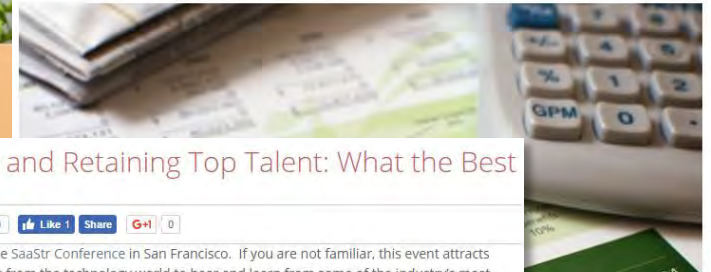
When you are speaking with a potential new employee, does the subject of compensation ever come up? Or when one of your key people announces she is taking an opportunity at another company, is pay ever mentioned as a factor? Okay, forgive the insulting questions. But with all that has been written in recent years about how small a role a rewards strategy plays in an employee's performance, engagement and loyalty, I just thought I would ask what your "real life" experience has been. I imagine the truth is that compensation is a huge factor in recruiting and retaining the kind of talent you want. For most business leaders, having a compelling value proposition can make or break their ability to secure the people they are trying to attract—or keep. So let's stop pretending it's not a big issue and examine how your compensation approach is impacting your competitiveness in today's talent market place.



How Do You Make Incentive Plans "Self-Financing?"

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CEOs and business owners are always concerned about costs—because costs diminish profits. As a result, if you lead a company, one of the first questions you likely ask when an incentive plan is proposed is this: "What is it going to cost?" The question is understandable and appropriate; however, it starts a discussion about the merits of incentive plans on a wrong premise. In theory, an incentive plan shouldn't "cost" the company anything. Let me explain.



Attracting and Retaining Top Talent: What the Best Expect

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Last week I attended the SaaStr Conference in San Francisco. If you are not familiar, this event attracts about 10,000 attendees from the technology world to hear and learn from some of the industry's most successful SaaS company founders and leaders. These are individuals who have had to attract and develop talent in a highly competitive environment—and have succeeded in doing so on their way to building valuable companies. However, the principles and practices they apply in attracting and retaining top talent are not unique to their industry. They are what every successful organization does. So, let's learn from them, shall we?





Q&A



THE VISIONLINK
ADVISORY GROUP

Today's Presenter:

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Thank You!

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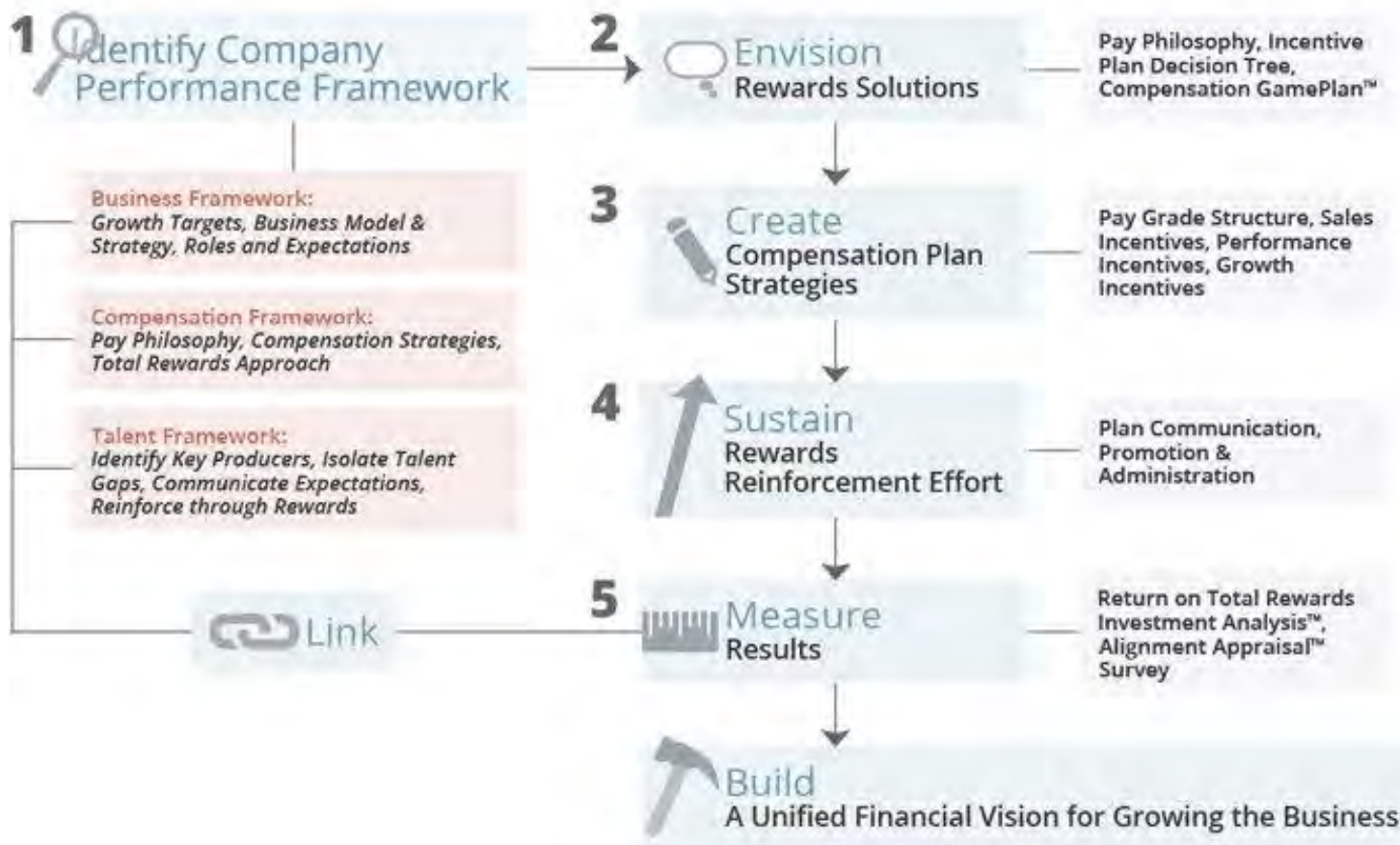
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