



1. Situation

- Specialty insurance carrier in start-up transition from state agency
- Executive incentive pay had been tied to start-up related strategic projects
- Gain sharing program had excluded executive level of organization
- Annual objective setting process in its infancy organization wide
- Accountabilities for senior leaders were vague with a considerable number of overlaps and gaps

3. Deliverables

- Constructed clear assignments of accountabilities with senior executives and next level leaders
- Created clear line of sight from key business goals and objectives through all levels of the organization to the individual contributor role
- Designed and deployed SMART goal program with key leadership
- Redesigned and implemented two generations of incentive compensation related to performance and results

**Financial
Services
Company**

2. Key Issues

- CEO desired senior leaders and next level leaders to have clear assignments of accountabilities
- CEO expected a clear linkage and engagement of leadership with business plan targets for fiscal year and long term
- CEO wanted to have incentive compensation program to tie to performance and results

4. Results

- All leadership and staff focused on the critical few business objectives
- Clarity exists on accountabilities and authority levels in the organization
- Incentive compensation program administered with objectivity
- Compelling rationale established to shift greater than 36 employees off of employment contracts