

About This Series

A TWO PART STUDY ON TOTAL REWARDS STRATEGY ALIGNMENT

In 2008, The Grahall Research Institute sponsored the Business, People and Rewards Strategy Alignment Study. In this ground-breaking research, we analyzed the interrelationship of the main factors influencing reward program design. The result is a unique database that helps organizations, in whatever business environment, understand how reward strategy can facilitate the execution of their desired business strategy.

In order to fully understand the influences on the design of rewards strategies in today's increasingly complex organizations and marketplace, Grahall researchers evaluated each of the major groups of factors that influence an organization's rewards strategy. The major groups of factors are organized within the Grahall conceptual diagram and fall into the following categories:

- > External Environment and Key Stakeholders
- > Business Strategy & Organization Capabilities
- > People Strategy

Report 1: Key Findings. Provides a summary of the most commonly reported alignment practices across all industry groups and revenue sizes.

Report 2: Key Findings and Study Results. Provides a summary of the most commonly reported alignment practices across all industry groups and revenue sizes, along with full study results and commentary on reported data.

Background. In 2008, The Grahall Research Institute sponsored the Business, People and Rewards Strategy Alignment Study. In this ground-breaking research, we analyzed the interrelationship of the main factors influencing reward program design. The result is a unique database that helps organizations, in whatever business environment, understand how reward strategy can facilitate the execution of their desired business strategy.

Methodology. The research was conducted using a response form which elicited nearly 1,000 data points from each respondent regarding the various influences on reward design. Grahall researchers then made an evaluation of that data to identify strategic alignment highlights and trends.

The influences on rewards design were then categorized according to our conceptual model which provides a framework for the alignment of business, people, and rewards strategy.

This study presents the findings from the response form and includes additional discussion of strategy alignment.

This publication is designed to provide accurate and authoritative information in regard to the subject matter covered. It is sold with the understanding that the publisher is not engaged in rendering legal, accounting, or other professional service. If legal advice or other expert assistance is required, the services of a competent professional person should be sought.

Contributors. Grahall Research Institute extends special appreciation to Michael Dennis Graham, the author, and Claudia DeFrancisco and Pate Steele, primary contributors for the production of this report series. Questions or concerns about this report should be submitted in writing to The Grahall Research Institute (research@grahall.com).