

About This Series

Rewards Level, Mix, and Messages that Make Good Business Sense

The Grahall Research Institute has developed this Executive Research Series to help our clients and colleagues view executive rewards practices from new perspectives that includes the relationship between the level, mix, and messages of rewards strategy.

In this series we seek to move beyond a competitive analysis framework – setting Executive pay based on company size and industry category only is an insufficient rationale in today’s complex environment. We believe executive compensation should be considered within a strategic framework that includes many more factors such as environment, stakeholders, business strategy, and people strategy. Not only does this more expansive approach provide a defensible rationale for executive pay, but it sends the right messages to shareholders and executives as well.

The reports within this series build on each other.

The three major strategic axes are rewards level (money), the distribution of the various components (mix), and the “how” or (messages). Only when the total picture of money, mix, and messages are viewed does one truly see executive compensation in three dimensions.

In addition to this main story of money, mix, and messages there are many “sub-plots” based on the size of an organization and even the industry.

These core reports are an attempt to “touch the elephant” in enough places for professionals and consultants to more fully understand the shape of the issues around executive pay and not be dragged into the discussion by only using those instances that are “one off’s” that are atypically egregious and not reflective of common practice.

