

Translating Business Strategy & Performance Management Into Highly Effective Reward Programs

A Presentation For

By

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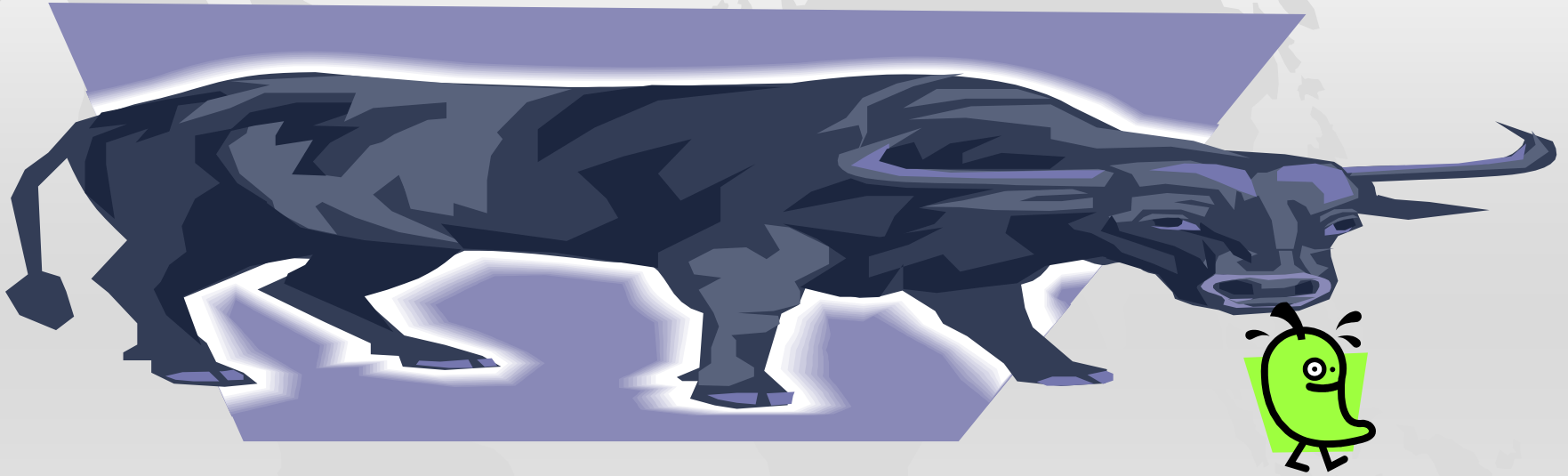
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October 23, 2019



Some BS (Business Strategy) That You Should Know About?



Look Out! The Heat is On

Top Topics For Board Directors

Akin Gump



- ◆ Need for effective strategy development and strategic planning
- ◆ **Cybersecurity**
- ◆ *Setting appropriate executive compensation – pay for performance*
- ◆ *Addressing Growing Demands of compliance oversight*
- ◆ *Assessing impact of health care on company benefits plans and cost structure*

The Conference Board CEO Challenges



- ◆ Focused on performance - What gets done and how it gets done
- ◆ **Focused on People – Talent Acquisition**
- ◆ Focused on reconnecting with customers and clients
- ◆ Focused on reshaping the culture of work
- ◆ **Renewed commitment to customers**
- ◆ Innovation – products and services
- ◆ Unlocking the keys to driving growth
- ◆ **Recognize the importance of developing an engaged workforce**
- ◆ Focused on developing a diverse and accountable leadership team

Workplace Trends



- **Continued threat of fraud & identity theft – Data protection**
- **The impact of Global / China – economics, business strategy/process, worker mobility, culture, competition, protectionism, etc.**
- **The continued influence of social networking**
- **The continuing importance of work/life balance / multiple caring responsibilities – family, parents, military**
- **Multi-Generations In The Workplace – Baby Boomer Retirement**
- **Government Scrutiny – Local, State and Federal Politics**
- **Talent Pool Gaps – shortages & employee engagement**
- **Executive Compensation / Scrutiny**



Workplace Trends

- ◆ More emphasis on analytics, measurement of results and key metrics to drive business and HR decisions
- ◆ Increased Threat of fraud & identity theft – Data protection
- ◆ **Post recession - Re-balancing of short term and long-term business strategy & total rewards**
- ◆ **Next recession – Is it imminent? When?**
- ◆ Multi-generations in the workplace - Impact on productivity and human capital planning – Progressive Exit – Baby Boomers
- ◆ **Continued emphasis on high performance, performance management and total compensation & reward strategies**
- ◆ Increased demand to measure and assess the value of human capital & talent



What's In Your Strategy, Business Outlook, Planning & Total Rewards Cards for 2019-2020?

How Good Is Your BS?

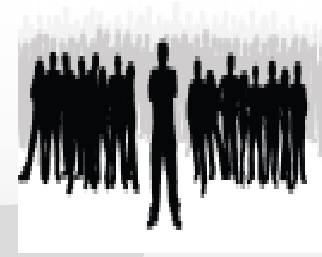


STARTS WITH LEADERSHIP

- ◆ **Colin Powell** - Leadership is the art of accomplishing more than the science of management says is possible
- ◆ **Andrew Carnegie** - The first one gets the oyster the second gets the shell
- ◆ **Unknown Author** - The sign on the door of opportunity reads **Push**
- ◆ **Lewis Grizzard** - Life is like a dogsled team. If you ain't the lead dog, the scenery never changes



Effective Business Leaders



- ✓ **Lead business strategy and highly effective teams**
- ✓ **Track critical business measures and strategies**
- ✓ **Communicate break-through gains, and display success**
- ✓ **Monitor business results and strategic impact**
- ✓ **Participate in key talent decisions and human capital planning**
- ✓ **Develop talent strategies and reward programs that drive the business to success and excellence**
- ✓ **Coach team to align and execute**

Strategic Leadership Teams

- ❑ Effectively Work Together
- ❑ Focus On The Vision, Mission, Core Values
- ❑ Foster The Organizational Culture
- ❑ Collaborate To Establish And Meet Organizational Objectives
- ❑ Deploy Business Strategy
- ❑ Integrate Business Processes Into Business Strategy



https://youtu.be/OERgoDcJ3_o?list=RDgqVGjR0JDQw

Critical Strategy Questions

- ◆ What product and services do we provide? How do we provide them?
- ◆ What are the critical things to achieve and be sustained by the company – organization?
- ◆ Who are our customers and stakeholders? What do they need and want? What is their profile?
- ◆ What customers are more preferable and why?
- ◆ How do they make purchasing decisions?
- ◆ What customers have we lost and why?
- ◆ How should we position ourselves in the marketplace?
- ◆ What “market position” does or should separate us in the marketplace from our competitors?
- ◆ Who are our competitors?

Critical Questions

- ◆ Is your organization delivering on your **Promise & Mission**?
- ◆ Does your organization have the **right leadership in place** to develop the strategic goals, objectives and desired results?
- ◆ Does your organization have the right **business strategies and goals in place** to achieve desired results?
- ◆ Why is it important to **work with your board and senior leadership team to develop A working strategic / tactical plan**?
- ◆ Why is it important to **align key organizational initiatives with performance expectations and rewards**?

Translating Business Strategy



The Big Picture – How Does The Organization Intend To Win / Perform / Reward

- **Execute The Mission** – Actualize How You Intend To Win
- **Discover Strengths and Leverage** - Actualize How You Intend To Perform Best
- **Performance Leadership** – Alignment of Organizational Resources With Mission Specific Goals & Objectives to execute strategy
- **Execute The Strategy** – Perform to win
- **Reward Strategy** – Alignment Of Organizational Performance with Performance Specific Reward & Recognition Programs
- **Reward for Results / Celebrate Success**

Business Acumen – What is to Know ?

- 1. Business Strategy – Plan - Business SWOT**
- 2. Business Financials / Operations**
- 3. Business Development – Marketing Plan**
- 4. Environmental Trends and Issues Impacting Business**
- 5. Leadership / Management Pain**
- 6. Business Culture, Mission, Vision, Etc.**
- 7. Talent / Acquisition – Engagement - Retention**
- 8. Workforce Gaps**
- 9. Internal Influence - Flux**
- 10. External Influence – Domestic - Global**

Leading Indicators

- ◆ Database Mining Activity
- ◆ Develop. of New Customer Svcs
- ◆ Development of Mktg Collateral
- ◆ Systems Downtime
- ◆ Space Utilization
- ◆ No. of T & D Programs
- ◆ Create “New Customer Experience”
- ◆ Customer Request Response Time
- ◆ No. of New Products / Services
- ◆ Product / Services - Time-To-Market
- ◆ Member Acquisition Cost
- ◆ Website Traffic & Applications
- ◆ Conference & Exhibit Opportunity
- ◆ Blogging – Tweeting
- ◆ Workplace - Talent
- ◆ Environmental Scan Analysis
- ◆ Marketing Strategy Development
- ◆ IT Strategy Development
- ◆ Political / Media Strategy Develop.
- ◆ Marketplace Visibility Activities
- ◆ Communications Activities
- ◆ Internal Knowledge Management
- ◆ Budget Alignment to Strategy
- ◆ Build & Protect Intellectual Capital
- ◆ Organizational Behaviors
- ◆ Alliance partner integration efforts
- ◆ Regulatory Relationships
- ◆ Vision “Enrollment” efforts
- ◆ Sales Leads
- ◆ New Job Bank & Screening Process = improved talent & fit
- ◆ New Ideas Generation

Lagging Indicators

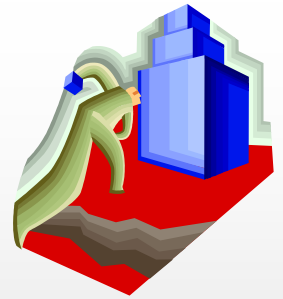
- ◆ **Mrktg \$ to New Customers Ratio**
- ◆ **Revenue from new Products & Svcs**
- ◆ **Market Penetration**
- ◆ **Staff to Revenue Ratio**
- ◆ **Improved Technology Infrastructure**
- ◆ **Member Retention / Loss**
- ◆ **Legislative win/loss record**
- ◆ **Increasing Member Value**
- ◆ **Solved Problems = Member Impact**
- ◆ **Revenue Growth**
- ◆ **Service Issues**
- ◆ **Cost per Sale (repeat vs. new)**
- ◆ **Sales cycle**
- ◆ **Fund Raising Results**
- ◆ **Market Image / Brand Perception**
- ◆ **Perceived Competitive Differentiation**
- ◆ **Media Coverage**
- ◆ **Organizational Culture Survey Results**
- ◆ **Results via New Competencies**
- ◆ **Member Loyalty**
- ◆ **Work Climate**
- ◆ **Training ROI**
- ◆ **Service Quality Improvement**
- ◆ **New Member impact on Organization Services**
- ◆ **Market Image**
- ◆ **Outcomes**

Why Business Strategy Planning?

- ◆ Defines the strategic direction for the organization and its players and stakeholders – **SWOT Analysis**
- ◆ Creates a shared vision, mission and goals which can be broadly communicated
- ◆ Defines the current state and the desired state
- ◆ Clarifies the accountability for executive actions, review, and achieving the organizational strategies



The Business Plan



Operational Plans

- Marketing Tactics
- Sales Forecasts
- Products & Services Description
- Advertising & Promotion
- Selling Methods
- Delivery of Products / Services
- Assets / Facilities
- Proposals / Contracting
- Projects / Back Log
- General Administrative Plans
- Human Capital & Talent Mgmt.
- Risk Analysis
- Critical Issues

Financial Plans

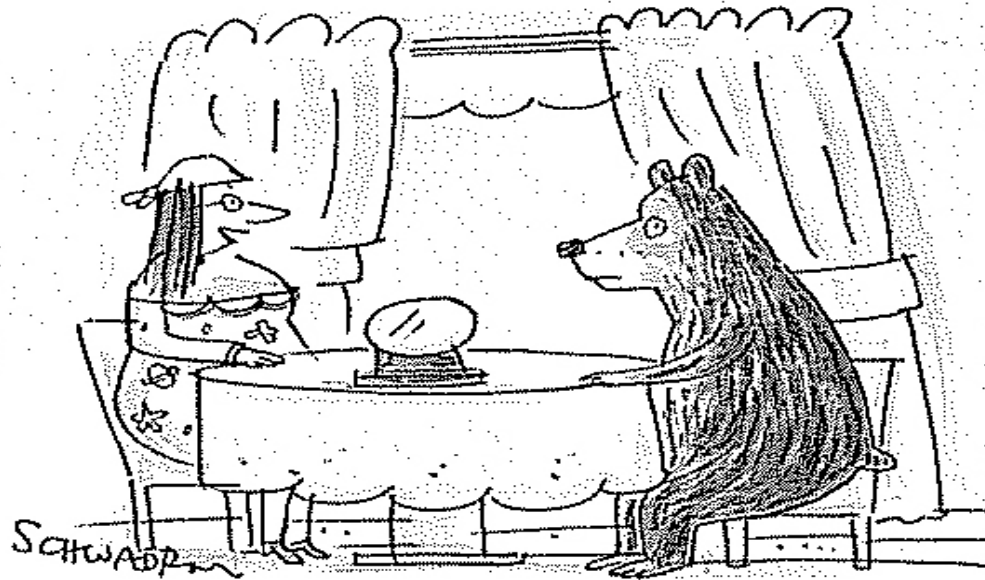
- ◆ Financial Assumptions
- ◆ Income Statement
- ◆ Cash Flow Statement
- ◆ Income – Profit / Loss Statement
- ◆ Balance Sheet
- ◆ Key Ratio's – Break-Even / Efficiency / Profitability / Receivables – Payables – Aging
- ◆ EBITDA
- ◆ Gross Profit
- ◆ Gross Margin

What Makes a Great Plan?



- ◆ **Line of Sight**
- ◆ **Good Budget / Financials**
- ◆ **Operational Measurements**
- ◆ **Cross Organizational Communication & Measurement**
- ◆ **Understanding Consequences**
- ◆ **Flexibility**
- ◆ **Presence of Leading and Lagging Indicators**
- ◆ **Understanding of Competitive Landscape**

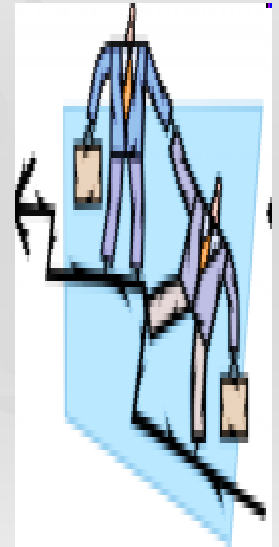
When Things Don't Play Out The Way We Had Planned



*"You will spend many years in a luxurious mansion
sprawled in front of a warm fireplace."*

A Few Consequences Of Not Planning or Bad Planning

- ◆ Organizational inefficiency
- ◆ Missed opportunities
- ◆ Staff frustration / Loss of talent
- ◆ Leadership / team frustration
- ◆ Misspent dollars
- ◆ Misspent resources
- ◆ Misdirected Customers / Loyalty



Strategy To Execution



- **Strategy** – What are you trying to achieve?
- **Initiatives** – What do you need to do to get there?
- **Measures** – How will you and your leadership team know you are making progress?
- **Infrastructure Alignment** – Are your systems, processes, and tools aligned and supportive of the strategy? Can you measure your success?

Strategy To Execution



- **Goals and Objectives** – Are you focused on your roles and line of sight control to support the business strategy?
- **Communication** –
 - ☞ Have you clearly articulated the strategy?
 - ☞ Do you communicate with your staff / organization often, in terms that are understandable, detailed enough to convey important information, informative enough to convey both good and bad news, and
 - ☞ Do you provide “**calls to action**” to give your audience a chance to convey important information

Strategic Process Management



Performance Management

Three Smart Fella's



What is Performance Alignment?

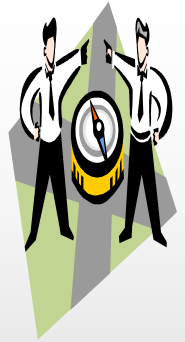


Ability of an organization to align its people and processes on a common path focused on the achievement of the overall business goals and objectives of the organization.

Baldrige Criteria for Performance Excellence Framework

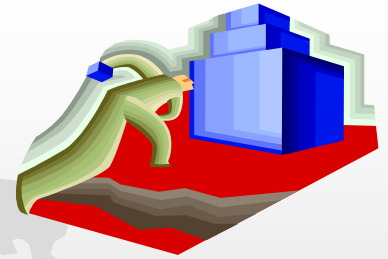


Performance Management Guiding Principles



- Relies on **consensus and co-operation vs. coercion.**
- Based on **agreement**, feedback, and dialogue.
- Performance is **measured and assessed** against agreed upon prioritized goals and objectives.
- Employee behavior is assessed to ensure **organizational core values** are followed and upheld.
- Requires **open and honest communication** throughout organization - **CANDOR**

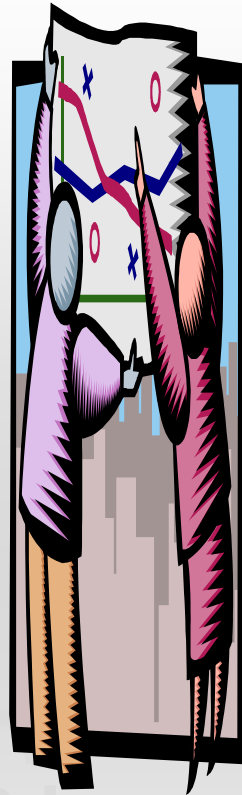
Top Objectives of Performance Management



1. To identify key performance initiatives and communicate
2. To Collaborate & align organizational goals and objectives with Board and senior staff goals and objectives
3. To develop a performance culture in the organization
4. To Improve organizational performance
5. To Improve business area team and individual performance
6. To provide a basis for personal performance excellence & development
7. To link reward and recognition programs to the performance management strategy of the Organization.

Performance Leadership / Management - Critical Success Factors

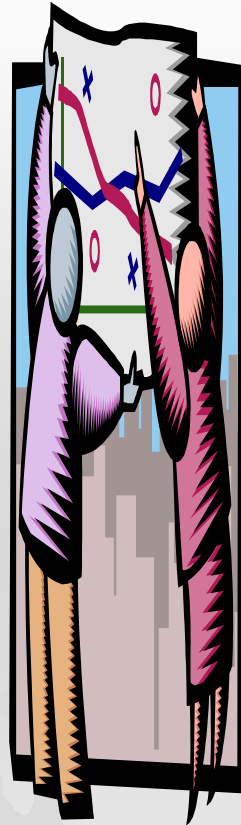
- ◆ **Setting Right Goals & Measures – Cascading / Line of Sight**
 - Establishing **PURPOSE**
 - Setting measurable tactical goals & objectives that drive the **PURPOSE** and organization to excellence
 - Alignment of the organization and resources to achieve business goals and strategic success
- ◆ **Establishing Member Roles / Accountability**
 - Determining & Establishing Roles with Board and Business Area Team Members
 - Committing To The Achievement of Company & Business Goals & Objectives



Performance Leadership / Management - Critical Success Factors

◆ Executing The Performance Management / Leadership Process

- Commitment / Trust / Values / Empowerment / **Candor**
- Establish Formal Commitment and Behavior To Execute Game Plan
- Determining How The Operational Teams Will Work Together and Contribute
- Developing & Executing A Game Plan For Maximum Performance
- Measuring Success - Metrics (Company, Operation Unit - Team – Individual)



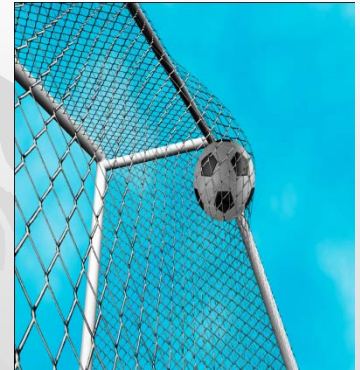
Measuring Success



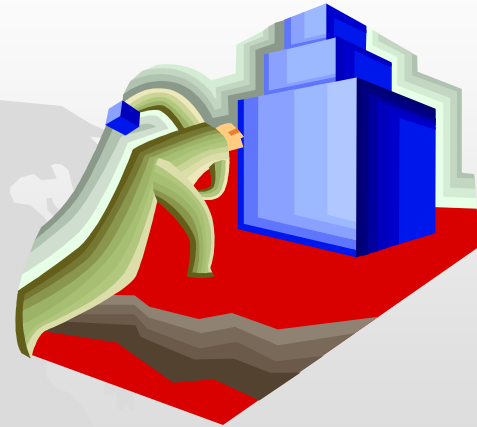
Setting Effective Goals

Types of Goals

- ◆ **Essential**
 - ◆ **Problem solving**
 - ◆ **Innovative**
 - ◆ **Thematic – “Rallying Cry”**
-
- ◆ Goals Should Be Expressed Positively
 - ◆ Goals Should Be Precise
 - ◆ Set Priorities - Direct Attention To Most Important
 - ◆ Goals Should Be Written Down, Tracked, & Communicated
 - ◆ Keep Goal Strategic & Achievable



Top Reasons Why You Should Measure Business Performance



- ◆ To monitor and control
- ◆ To drive improvement
- ◆ To maximize the effectiveness of the improvement effort
- ◆ To achieve alignment with organizational goals and objectives
- ◆ To reward

Key Performance Indicators (KPI's) Categorizations

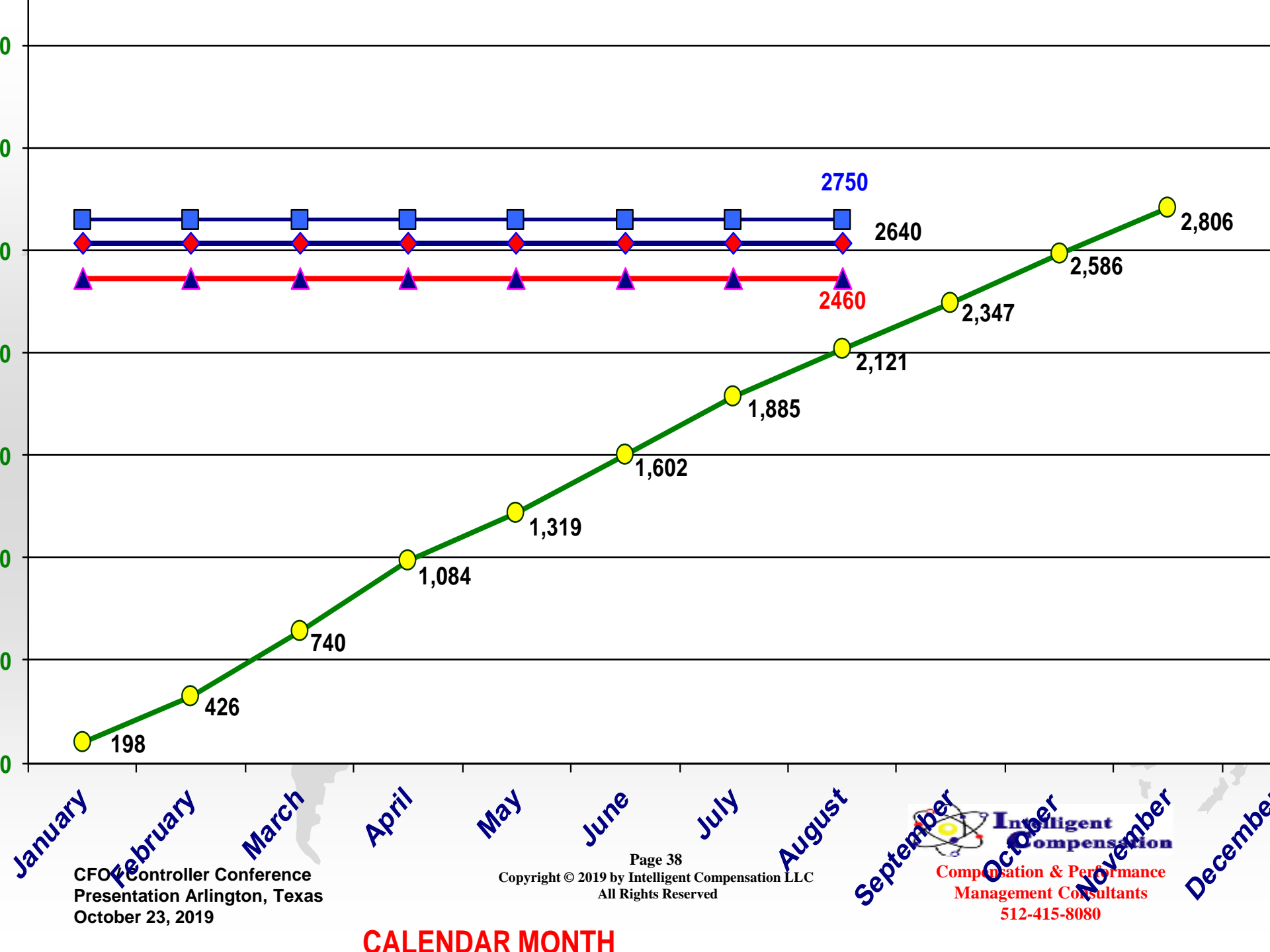
- **Quantitative indicators** - that can be presented as a number.
- **Practical indicators** - that interface with existing company processes.
- **Directional indicators** - specifying whether an organization is getting better or not.
- **Actionable indicators** - are sufficiently in an organization's control to effect change.
- **Financial indicators** - used in performance measurement and when looking at an operating index



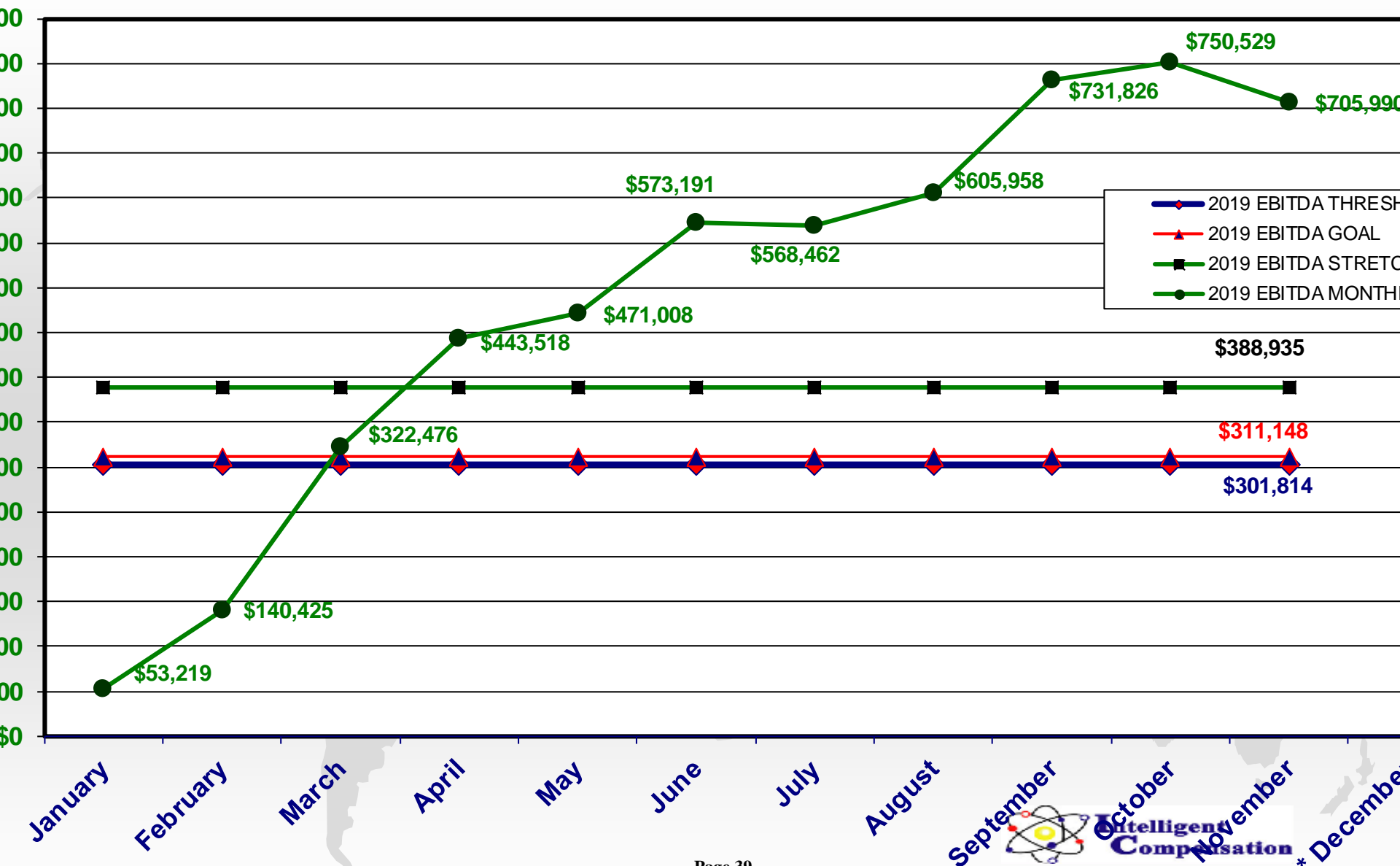
When Setting Goals - Utilize Measures To Achieve Results

- ◆ Operational Productivity
- ◆ Human Capital Planning / Organization Development
- ◆ Business Development / Marketing
- ◆ Schedules – Project completion, product/service delivery
- ◆ Customer Satisfaction – External / Internal
- ◆ Quality Product / Service
- ◆ Reduction – Cost, Rework, Loss Time, inefficiencies
- ◆ Financial – Revenue, EBITDA, Net Income, Budget,
- ◆ Communication – External / Internal
- ◆ Team Development And Participation
- ◆ Continuous Improvements
- ◆ Innovation / Product Development
- ◆ Desired Behaviors – Cultural, and Values





Ending 2019 EBITDA GOAL



SAMPLE – X ORGANIZATION

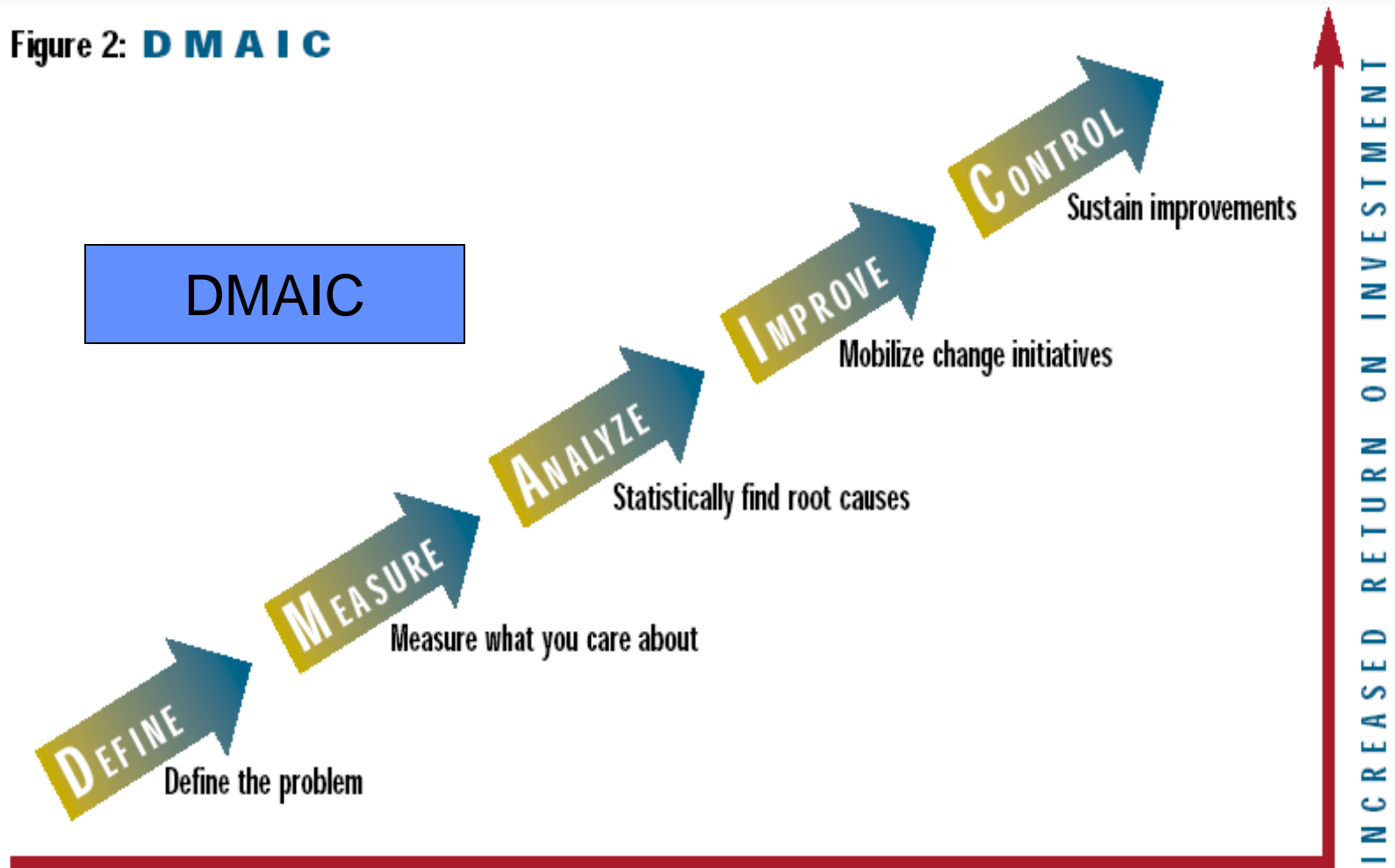
2019 KEY TACTICAL GOALS & ACTIONS

WHAT	WHO	DUE BY WHEN	STATUS
Achieve Business Growth of 15%.	Leadership	December 31, 2019	Review Monthly / Quarterly
Execute Strategies to Increase Revenues By 10%	CEO / VP Sales	December 31, 2019	Review Monthly / Quarterly
Develop Strategic Marketing Plan	CEO / VP Marketing	May 2019	Review Monthly
Achieve Net Income at 3.5 Mil for 2019.	Leadership	December 31, 2019	Review Monthly / Quarterly



Six Sigma Measuring Operational Success

Figure 2: **DMAIC**



Transactional Examples of Waste

Rework	Material	Processing	Transport	Motion	Waiting	Inventory
Spelling Errors on docs	Multiple copies	Mis-charged time	Moving teams of people	Unorganized workspace	Waiting For signatures	Excess office supplies
Recalculate pay	Damaging laptops	Tracking work progress	Rearranging employee seating	Stretching to reach stapler	Searching for employees	Storing old Receipts
Not including holiday pay on checks	Not recycling materials	Too many approval signatures	Physically moving products	Working at multiple locations	Waiting at the copy machine	Stockpiling printer paper

Common Mistakes Made When Measuring Performance



- ◆ **Measuring Too Much** – Focus on no more than 3 to 5 critical areas of performance.
- ◆ **Measuring Results Only** – Its important to focus on both the how and the what
- ◆ **Measuring Within One Function** – Keep in mind both results and customer
- ◆ **Measuring The Easy** – Measure those things that should be measured – keep in mind the performer’s “line of sight” control and influence
- ◆ **Assuming Measurement Systems Need To Be Complex** – Simple systems often have the best chance for success
- ◆ **Assuming People Don’t Want To Be Measured** – Oftentimes, employees do want to be measured so they can get feedback on how to improve their performance

Translating Business Strategy Into Effective Compensation and Rewards

Is This BS In Your Cards?

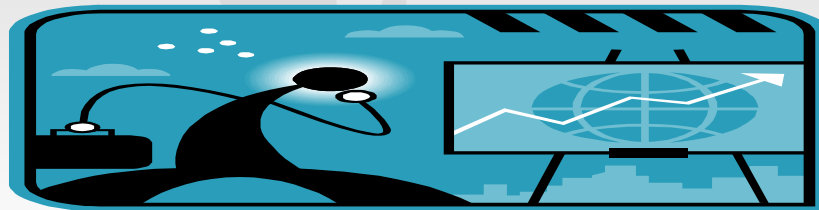


Developing An Effective Compensation & Total Rewards Business Strategy & Program



Total Compensation Strategic Review & Analysis

- ◆ Decide Upon Compensation Philosophy & Policy
- ◆ Identify Market Position – Decide on Competitive Position
- ◆ Identify Surveys and Data Sources to Assess Compensation
- ◆ Decide Upon Total Compensation Strategy – Tools
- ◆ Assess Total Compensation Strategy To Determine Reasonableness



2019 Pay Workplace Trends

- ◆ **Summary of 2019 compensation budget projections**
 - the average salary budget increases this year are projected to be 2.8% to 3.5%.
- ◆ **More variable performance based compensation plans – Incentive Plans paying for measurable performance**
- ◆ **Pay Inequality**
- ◆ **Executive compensation scrutiny – SEC – IRS – Attorney General - NCUA**



Total Rewards & Compensation Trend

- **Linking Employee Performance to Pay – Impact on Organization's Business Goals and Employee Pay**
- **Focused Alignment of Total Rewards Strategy With Culture, Business Strategy, Client / Program Constraints**
- **Total Reward Strategies – Focus Less on Base Cash – Focus More on Variable Direct Compensation, Aspects of Career Satisfaction – Workplace Flexibility – Recognition – Social Engagement**
- **Economic / Political Climate on Compensation Decisions - Volatile**
 - ☞ *Restraint on Compensation Budgets & Pay Increases?*
 - ☞ *Living / Just Wages*
 - ☞ *FLSA / Pay - Exempt Threshold Jan 1, 2020 - \$684 Per Week; \$35,568 Annualized*
 - ☞ *FLSA – Highly Compensated - \$107,432 and pay \$684 weekly for year.*



World-at-Work Total Rewards Model



Total Compensation / Reward & Recognition Strategies

◆ Monetary

Cash

Benefits

Annual Incentives / Variable Compensation

LTI / Deferred Compensation

Perquisites / Alternative Rewards

◆ Non-Monetary

Recognition

Growth – Career Development

Training & Development

Work Environment

Flexible Scheduling

Work-Life Balance



COMPENSATION & PAY

- ◆ **BASE SALARY**
- ◆ **PAY for PERFORMANCE**
 - BEING THERE - COLA
 - MERIT
 - ACCOMPLISHMENT
 - SKILLS
 - COMPETENCIES
- ◆ **VARIABLE**
 - SALES COMMISSIONS
 - INCENTIVE
 - BONUS
 - LONG-TERM



Incentive Pay

- u **Paying for performance beyond expectations.**
- u **Usually involves a significant amount of employee's pay.**
- u **Is taxed at the regular rate of pay and may be considered when determining overtime pay.**
- u **Motivates employees to perform at higher levels.**



Variable Compensation

- ❑ **7 Properties of an Effective Incentive Plan**
 - ❑ **MEASUREMENT**
 - ❑ **AVOIDING SCORING JUDGEMENT**
 - ❑ **STRATEGIC LINKS**
 - ❑ **TIMELINESS**
 - ❑ **VISION**
 - ❑ **COMMUNICATION**
 - ❑ **SIMPLICITY**



Elements of a Performance Based Cash Compensation Strategy

The Cash Reward Strategy

Base Compensation

Values Driven
Individual Focused
Behaviors Competency Skill
Market competitiveness

Performance Management

Measures & Goals Driven
Data-based Feedback
Reinforces Desired Behaviors
Real Time Process

Variable Compensation

Economic Driven
Individual / Team Focused
Links Results & Process
Share in the Results

INCENTIVE COMPENSATION ESSENTIAL DESIGN ELEMENTS



◆ ELIGIBILITY - WHO WILL PARTICIPATE

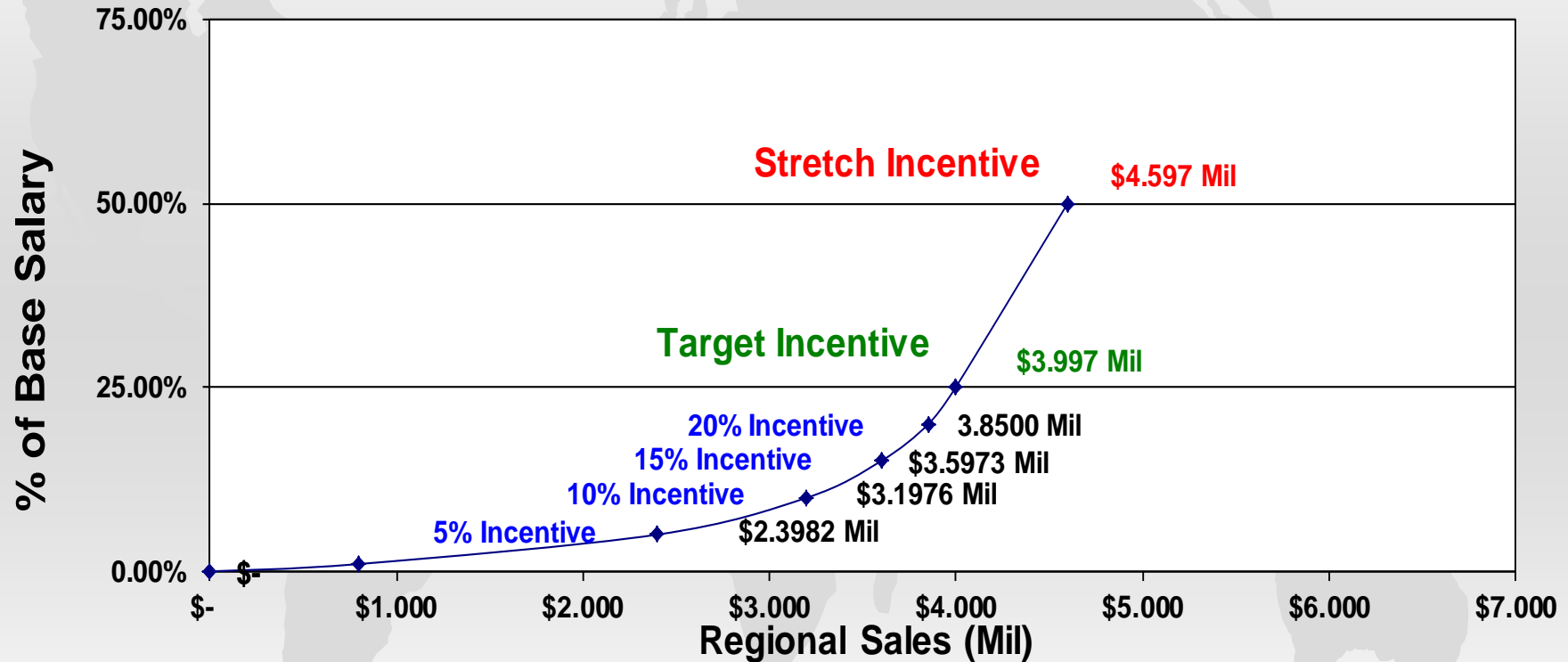
◆ PAYOUTS

- Many Organizations Set Target Incentives For Participants
- Usually Expressed As A % Of Base Pay Or \$\$
- Usually Contains A Performance Threshold To Achieve Before The Plan Is Funded
- Oftentimes Contains Stretch Incentives
- Usually Pays Out At End Of Year Or Quarterly

◆ PERFORMANCE CRITERIA

- To Reward Behaviors That Are Specific, Measurable & Within The Participants / Teams Control
- Should Tie Into Organizational Measures To Maintain Overall Strategic Focus
- Performance Criteria / Measures Should Be Weighted Based on Level of Criticality & Priority

Sample 2019 Sales Incentive Goal



RECOGNITION PROGRAMS



- ◆ THANKS FOR A JOB WELL DONE
- ◆ PATS ON THE BACK
- ◆ ACHIEVEMENT AWARDS/EMPLOYEE OF THE MONTH/QUARTER/YEAR
- ◆ SERVICE AWARDS
- ◆ PERSONAL RECOGNITION - BIRTHDAYS, EDUCATIONAL ACHIEVEMENTS, EMPLOYMENT ANNIVERSARIES, ETC.
- ◆ RECOGNIZING ABOVE AND BEYOND - Spot \$\$\$

OTHER TOTAL COMPENSATION TOOLS

- ◆ **BENEFITS**
- ◆ **PERQUISITES**
- ◆ **ALTERNATIVE REWARDS**
- ◆ **CAREER DEVELOPMENT & TRAINING**
- ◆ **RECOGNITION**
- ◆ **CREATIVE PEOPLE STRATEGIES**
- ◆ **WORK-LIFE BALANCE**
- ◆ **FLEXIBLE WORK SCHEDULES**
- ◆ **SERVICE / SPECIAL OCCASIONS**
- ◆ **SPOT AWARDS**



ALTERNATIVE REWARD PROGRAMS



- ◆ ACHIEVEMENT AWARDS
- ◆ TICKETS TO EVENTS
- ◆ GIFT CERTIFICATES
- ◆ SUGGESTION AWARDS
- ◆ PAID TIME OFF
- ◆ SAVINGS BONDS
- ◆ PRODUCTS
- ◆ OUTINGS
- ◆ FUN DAYS



- ◆ AWARD BANQUETS
- ◆ COOKOUTS & SOCIALS
- ◆ RETREATS
- ◆ THAT-A-BOYS
- ◆ TEAM BASED INCENTIVES & AWARDS
- ◆ BOOKS, FLOWERS, ETC.
- ◆ PINS, WATCHES, RINGS
- ◆ PARTIES

EFFECTIVE CREATIVE PEOPLE STRATEGIES



◆ FLEXTIME

* ALLOWS DIFFERENT START AND STOP TIMES OF A WORK DAY

◆ JOB SHARING

*SHARING A FULL-TIME POSITION BETWEEN TWO PEOPLE

◆ TELECOMMUTING

*ALLOWS EMPLOYEES TO WORK AT HOME (USUALLY)

◆ PART-TIME WORK

*PRORATED SALARY AND BENEFITS - FLEXIBILITY IN SCHEDULING

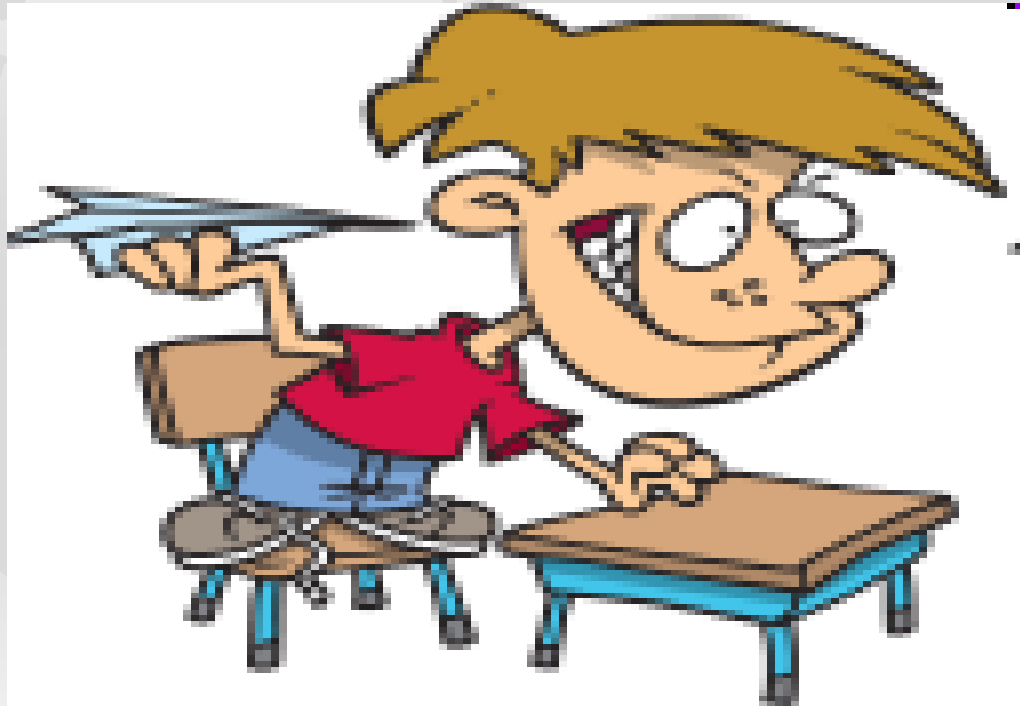
◆ COMPRESSED WORK WEEK

*ALLOWS FOR MORE DAYS OFF

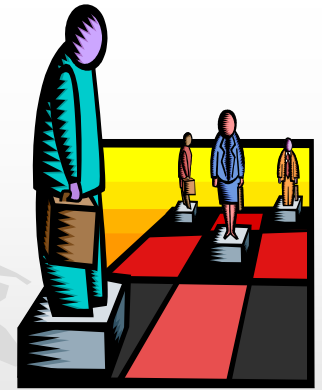
◆ TIME OFF

*BONUS DAYS OFF, RETREATS, LONG LUNCHES, EXTRA BREAKS

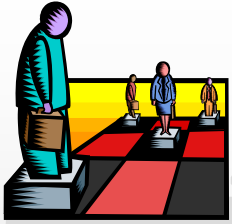
Strategy - The Challenge



Strategic Links To Business Success



- ◆ Maintain A strategic vision for what you need to win
- ◆ Plan recognition and reward programs for success
- ◆ Remember your employees - **they create success**
- ◆ Make programs simple / make them understandable / make them smart
- ◆ Align compensation & rewards with business strategies / performance goals
- ◆ Link each program to desired success factors / measures



Strategic Links To Business Success

- Provide leadership and support for each strategy
- Implement consistently
- Plan for continuous improvement & change
- Communicate candidly – the good / the bad / the ugly
- Reward & recognize for the right reasons
- Align both monetary & non-monetary strategies
- **Sooooooooooooo – What is Your BS?**



THANK YOU FOR ATTENDING

CFO / Controller Conference Arlington, Texas

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QUESTIONS?

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Bob Cartwright, (SPHR), is founder, president, and chief executive officer of Intelligent Compensation, LLC, a compensation and human resource management consulting firm located in the greater Austin, Texas area. Since 1996, Mr. Cartwright has managed numerous assignments for a wide variety of clients in a number of different industries including those in non-for-profit business and professional associations, nonprofit charitable organizations and foundations, high technology, manufacturing, health care, retail, legal, energy, oil field and exploration services, and defense/aerospace. He has 30+ years of diversified experience in total compensation and rewards, performance management, human resource management, strategic planning, and employment relation's advisory services and he has provided these services for an array of companies in Texas and the South Central Region of the United States.

Mr. Cartwright currently serves as a Board Chair of the Texas Association of Business and as a Volunteer Leader on Veteran Employment / Community Engagement and 2nd Chance Hiring.

Bob is a sought-after speaker and is often quoted as a business/compensation expert in newspapers and print media around the country. Cartwright has also authored and co-authored numerous articles and "White Papers" which have been published. For more information, visit the company website at www.intelligentcomp.net