



Executive Performance Contracting

The business press is full of stories about CEOs and other senior executives who lose their jobs and receive large golden parachutes.

Why?

Organizations do not seem to be able to deal effectively with non-performing senior individuals except by paying them out.

The most senior executives leverage organizational assets, both human and financial, that far exceed their compensation levels. You would not sign a contract for deals of this size without engaging a lawyer - a legal professional.

Engage us as executive performance contracting professionals for your most senior leaders. Get enforceable, concrete measures based performance contracts that clarify expectations and focus delivery on your desired results.

A story about executive performance ...

WS was appointed CEO of Sample Corporation by the Board of the organization. Everyone is full of hope about WS's leadership. WS had been selected by the Board to bring about fundamental change. The Board wanted to see an immediate improvement in short term results, as well as an in-depth focus on revitalizing the organization for its long term future.

At the end of the first year, the Board was perturbed. Things were not going quite the way that its members had expected. By 18 months, there was serious disillusionment. At the end of 24 months, the Board reluctantly agreed that WS had to go, even though it meant paying out a large "golden parachute" settlement.



This story is repeated all too often ...

In our work with organizations, we see this happening often, and not just at the CEO level. Enterprises have difficulties clarifying the performance required at all senior levels. Superiors expect and hope, more than they manage. We see **three core underlying reasons** for this.

1. Senior leaders do not treat the personal performance contracting process in the same way that they treat other large contracting processes. They lose sight of the fact that senior executives leverage people and dollar assets



worth tens to hundred of millions of dollars. When the same senior leaders acquire hard or intellectual property assets of far less value, they immediately involve independent lawyers to prepare and to vet the contracts.

2. Personal Performance Contracts that do not include concrete, observable measures for each of their objectives are not worth the paper on which they are written.



3. Personal performance contracting at the senior level almost never leads to concrete, observable measures for each objective unless the contracting process is led by a third party to act as facilitator / drafter / mediator. This person must have significant personal executive experience, as well as first class "honest broker" skills to succeed in this role.



Executive Performance Contracting addresses all three ...

1. We are the independent third party. Our senior consultants have been successful executives in their own right. They are accomplished performance contracting facilitators. They create concrete performance expectation clarity for both sides.
2. We take care to understand the implicit / explicit strategic strategy of your organization as part of our work. We ensure that your strategic direction





cascades down into specific objectives in individual personal performance contracts.

3. We ensure that each objective in a personal performance contract is related to a results measure that is understood and agreed to by both parties. As a result, both sides can see where they stand on the item throughout the performance period. There are no more surprises. There is no slow build up of frustration.



4. The work that we do with a few senior executives sets an example that cascades down the rest of the organization. Effective executives implement similar approaches in the performance contracting they do with the folks who work for them. As a result, our impact is often much broader than just on the seniors leaders with whom we work directly.



The results are dramatic. Forward-looking clarity eliminates backward-looking unhappiness. Lack of delivery becomes clear to both sides throughout the performance period. Corrective pro-action replaces disgruntled reaction. Positive results displace "golden parachutes".



Transformation Partners
is part of the WCI
(Workplace Competence International Limited).

Our current focus is on Enterprise Transformation. This is the culmination of many years of executive and consulting experience.



We will work with you to:

1. Help you figure out what to do with an enterprise or program/project that is not achieving its objectives (diagnose).
2. Help you find the right person to fill key leadership roles (staff).
3. Lead the transformation ourselves if the situation fits the background and skill set of one of our transformation leaders and the business proposition makes sense both to you and to us (lead), or coach your internal leader during the transformation.
4. Stay in touch with an on-going transformation, so that it stays on track and accomplishes what you need to achieve (monitor).
5. Develop a concrete metrics-based performance contract for one or more of your senior executives (contract).

Contact Roelf Woldring at 416-427-1567 or woldring@wcild.com for more information.

www.wcild.com

5903 Third Line of Erin, P.O. Box 190,
Hillsburgh, Ontario, Canada N0B 1Z0
519-855-4582 fax 519-855-6759

We deliver executive performance contracting on a management consulting basis. Hourly rates reflect the seniority and experience of the staff assigned. Time sheets support all invoices.

After our initial meeting with you, we will send you a letter of agreement outlining what we are doing. It includes an estimate of the time and cost that you might incur.

We request that you remit an initial retainer credit of 1/4 of the estimated cost to confirm our engagement. Should our work terminate before all of this credit is used, we will refund any difference.

Discounts are offered when we are engaged to work with multiple executives and for repeat assignments.

The operating savings achieved through our virtual office approach are passed onto to you in our hourly rates.

Our fees include all our costs, except for the cost of any required travel to locations over 250 kilometers from our offices.

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