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The Key to Executive Retention



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Before reading any further, here is a spoiler alert: There's not *one* good solution to the increasing problem of executive turnover. When it comes to devising executive retention strategies, what may seem like a narrowly focused effort goes far beyond an ad-hoc cash bonus or one-time grant. Effective, long-term retention of your hard-won top talent requires a multitude of intertwined actions that ideally begin at the hiring stage.

The strategic and operational disruption—and often significant dollar amounts—associated with executive turnover is high. A well-rounded philosophy that incorporates both compensating and developing your leaders may be a novel strategic differentiator and more economical in the long run.

It should be noted that boards, and specifically compensation committees, are already doing a number of these important things: setting competitive pay, aligning incentive programs to the organization's business strategy, and providing constructive feedback to the CEO. However, thinking more broadly about how executive compensation and leadership development programs can work together may offer a new, more robust approach to retention.

In this webcast with Pearl Meyer and the NACD, our presenters examine a flow from hire to promotion that illustrates the power of holistically designing and deploying your pay and talent management programs.

About the Authors

Greg Stoeckel is a managing director and consulting team leader at Pearl Meyer. In his management role, he oversees a team of senior compensation consultants in the execution of the firm's growth strategy and in the development of consultants at various stages in their careers. In his consulting role, Greg is a senior advisor to compensation committees and executives on all aspects of executive and non-employee director compensation.

Dr. Susan Sandlund is a managing director at Pearl Meyer and leads the firm's leadership consulting practice. For more than 30 years, Susan has worked with boards, CEOs, and multiple levels of management on planned organizational changes at public and private companies and not-for-profit entities across numerous industries. As an organization psychologist, her work includes initiating and leading large-scale change to drive new business strategies, culture change, clarifying governance and

decision-making, board and executive team effectiveness and coaching, organization design, executive assessment and development, and CEO succession planning processes.

About Pearl Meyer

Pearl Meyer is the leading advisor to boards and senior management helping organizations build, develop, and reward great leadership teams that drive long-term success. Our strategy-driven compensation and leadership consulting services act as powerful catalysts for value creation and competitive advantage by addressing the critical links between people and outcomes. Our clients stand at the forefront of their industries and range from emerging high-growth, not-for-profit, and private organizations to the Fortune 500.