

Client Challenge

A \$45 million nonprofit association's long history and success had fostered a culture of complacency amongst employees and leaders. The organization had a history of failed reward plans. The cyclical nature of the organization's revenue made it difficult to develop effective long-term fundraising programs.

Our Solution

Keating Advisors applied their expertise in compensation organizational development and performance management to help resolve the challenges faced by the client.

Keating Advisors spent time educating management on the critical success factors of incentives. Keating Advisors also led a cross-functional design team. The team developed and implemented a management and center-based incentive plan. The plan incorporated a balanced set of performance metrics to drive desired operational and financial results. A flexible scenario planning model was also developed to enhance and simplify plan design, communications and administration.

Keating Advisors instituted a management goal setting process. The purpose of the process was to help the client establish realistic and highly attainable goals in a highly variable operating environment.

Impact

Organizational revenue increased by 4% in the plan first year. Employee feedback indicates a cultural change that aligned employees and management as well as significant improvement in overall performance management.



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