

### **Learning Task #5**

Each member of the group should take about 5-10 minutes and reflect on how their organization currently handles managerial rewards with which you are familiar -- pay, bonuses, options, non-cash awards, etc. To what degree do these reward and incentive practices 'align' with current corporate strategy and what kinds of behaviors are promoted by such practices? What are the pros and cons of the current system in terms of who (or what groups) benefit and who (or what groups) do not. If magically empowered, how might you redesign the reward and incentive systems for managers in your company? Each member should then share their musings on the above topics with the group.

The broad intention here is to allow you to assess the variety of incentive plans (and their consequences) represented in your learning group and get something of a feel as to how they work or don't work) in real organizational settings. Each group should be prepared to report back to the class at 11:30 the results of their discussion and what, if any, general lessons emerged from your discussion.

*(HINT: My experience with this exercise is that individual stories and examples are typically vivid and fresh and thus enhance the learning. Instances with which you have personal experience -- on either the designing or receiving end -- are usually more meaningful than abstract, generalized or second-hand examples. Try to keep the discussion specific and concrete. You might also consider how your own career anchor (or, perhaps, anchors) interact with your assessment of proper and just reward and incentive practices.)*

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Conveners are the fifth down from the top of the list and the observers are the fifth up from the bottom of the list. Ergo, we have an eclipse in the group. Move the observer to the sixth up the list and be sure to allow time for observer feedback. In two weeks, we will do some group process work and take a reading on how the learning groups are doing this term.