

Expertise

Mr. Adwin is a Senior Vice President and Sibson Consulting's National Performance and Rewards Practice Leader. He is an advisor to management teams and compensation committees of public and private companies, and not-for-profit organizations. Mr. Adwin assists a diverse cross-section of clients spanning industries including; professional services, hospitality, manufacturing, sports and entertainment, financial services, not-for-profit entities, technology, and higher education. He provides competitive market analysis, design, and implementation of human capital solutions that support organizations' business strategies and fit within their unique cultures. Mr. Adwin designs programs for all segments of the workforce, including executives, the broad employee population, and the salesforce, in the following areas:

Executive Compensation and Governance: Mr. Adwin advises boards and compensation committees on matters related to executive compensation including; rewards strategy, competitive assessments, peer group development, incentive plan design, executive contract support, and pay reasonableness opinions. He also advises organizations on matters relating to effective governance. He has developed board and governance structures for family-owned private companies and not-for-profit entities, helping boards strengthen the effectiveness of their governance practices. He has consulted in the areas of compensation oversight, board composition, structure, meeting effectiveness, board evaluation, and remuneration for independent directors.

Compensation / Rewards: Mr. Adwin designs salary structures, merit pay programs, pay administration guidelines, and variable compensation plans for a wide variety of organizations. He has particularly deep expertise in designing short and longer-term performance-based incentive plans that reward value creation and share a portion of that success with the workforce. For highly specialized requirements, he also conducts custom market intelligence surveys and analysis for data not readily available in the market.

Sales Effectiveness: Mr. Adwin consults with sales leaders helping improve profitable sales growth and cost of sales efficiency. He provides diagnostic assessments, solution design, and implementation services for sales compensation and deployment and coverage models. Mr. Adwin has particularly deep expertise in business development practices in professional services organizations.

Performance Management: Mr. Adwin helps organizations develop performance assessment and management programs for their employees. His work includes identifying evaluation criteria, behavioral competencies, goal setting and calibration methods, rating scales, process execution, as well as designing corresponding linkages into related human capital programs, most often rewards and employee development.

Job Architecture and Classification: Mr. Adwin designs job classification systems, evaluation criteria, and processes to clarify job roles, the nature and level of work performed, and their fit within the organizational hierarchy. He advises clients on how to effectively implement job evaluation criteria, job families, reporting relationships, titling conventions, and the process to level new and/or changing job roles.

Professional Background

Prior to joining Sibson, Mr. Adwin worked for a global information technology firm as a Human Resources Project Lead. His primary responsibilities were developing compensation strategy and programs, creating HR assessment tools, and managing HRIS projects including the implementation of an SAP ERP system.

Education/Professional Designations

Mr. Adwin received a Bachelor of Science degree in Industrial and Labor Relations from Cornell University. Mr. Adwin is also a Certified Compensation Professional (CCP) earning his accreditation from the WorldatWork.

Published Work/Speeches

Mr. Adwin is a frequent writer and speaker on the topics of human capital, compensation and performance management. He has authored articles for publications including *World at Work*, *SHRM*, *HR Horizons*, *CFO.com*, *Bloomberg*, and *Talent Management Magazine*. He has also been interviewed for articles appearing in the *Wall Street Journal*, *Bloomberg*, *Reuters*, *Daily Finance*, *Business Finance Magazine*, *Treasury and Risk*, *HR Matters*, *HRM America*, *Business Wire*, *Hartford Business Journal*, and *CFO Magazine*. His recent articles and speeches are listed below.

- “Six Pitfalls To Avoid When Designing an Incentive Pay Plan,” co-author, *workspan*, March 2014
- “Does Your Incentive Plan Overemphasize Motivation?,” *Compensation Focus*, December 2013
- “Compensation Planning for 2014: Salary-Increase Budgets Remain Stable,” *Perspectives*, *SHRM*, November 2013
- “Optimizing Executive Incentive Plans,” CBIA, Comp and Benefits Conference, April 2013
- “10 Mistakes to Avoid When Designing Incentive Pay Programs,” Bloomberg BNA Webinar, March 2013
- “Redefining Executive Pay and Performance,” *workspan*, January 2012
- “Compensation Planning for 2013: Modest Increases Expected, Consistent with Pattern Set in Recent Years,” *Perspectives*, *Business Wire*, *Workforce*, December 2012
- “Making Incentive Compensation Work for You,” World at Work Conference, 2012
- “Compensation Planning: 2012: Proceed with Caution,” *Perspectives*, December 2011, Volume 19, Issue 3
- “Seven Common Compensation Mistakes,” *CFO.com*, December 2011
- “Maximize Return of Compensation by Avoiding 7 Common Mistakes,” *SHRM Online*, November 18, 2011
- “Redefining Executive Pay-for-Performance,” World at Work Conference, May 2011

- “Safeguard Your Compensation Investments: Avoid Pay Practices That Demotivate,” co-author, *Talent Management Magazine*, January 2011
- “Compensation Planning: 2011: Moderation Continues” *Perspectives*, December 2010, Volume 18, Issue 3
- “Employee Rewards for the Future,” GSC Society for Human Resource Management, November 2010
- “Navigate the Form 990; A Move Towards Transparency,” Lorman Education Services, June-July 2010
- The Incentive Debate, *HR Horizons*, Summer 2010
- “Pay for Performance: A New Perspective,” Lorman Education Services, April 2010
- “Managing Compensation Planning in Unpredictable Times,” *Perspectives*, November 2009, Volume 17, Issue 3
- “Say-On-Pay Roundtable: "The Practical Realities of Say-on-Pay", NASPP, October 2009
- “In Search of Compensation: Conducting a Salary Survey for Employee Mobility Professionals” *Mobility Magazine*, July 2009
- “Keeping Compensation Committees on an Even Keel,” co-author, *SHRM*, April 2009
- “Making Pay Actions Matter: How to Get Impact From Base Pay and Bonus,” GSC Society of Human Resources Management, November 2008
- “The Current Compensation Planning Cycle: Making the Best of an Uncertain Situation,” co-author, *Perspectives*, October 2008, Volume 16, Issue 4
- “Be Careful What You Wish For!” New York, New Jersey Chapter of NASPP, September 2008
- “A Balanced Approach to Long-Term Incentives,” World at Work Conference, May 2008
- “Employee Stock Grants: Four Strategies for Stretching Your LTI Pool,” *Perspectives*, March 2008, Volume 16, Issue 2
- “Managing Share Utilization and Approaching Future Authorizations,” New York/New Jersey Chapter, NASPP, January 2008
- “8 Habits of Highly Effective Compensation Committees,” Total Rewards, World at Work Conference, 2008
- “Small Packages=Big Bucks: Making Merit Matter,” co-author, *Perspectives*, January 2007, Volume 15, Issue 1
- “Compensation Plan Design Roundtable,” NASPP, September 2005