

## Video Transcript: What to Look for When Hiring a Compensation Consultant

Jan Koors: What you're looking for to get the most out of your advisor is you're looking for somebody who will give you the three Cs. The three Cs are collaboration, creativity, and candor. I want somebody who's going to work with me as a partner with a little "p". Not somebody who's going to command and tell me what to do or try to do it to me, but somebody who really wants to work with me to help me as a company create a better, more effective compensation program.

I want somebody who's creative. I don't want compensation based on prevalence. I don't want to do what everybody else is doing just because everybody else is doing it. I want somebody who's going to actually take the time to get to know my business and help me come up with programs that are going to support my business structure, my business strategy, my talent strategy, my leadership team. That may mean that the program is different than what everybody else does. Creativity isn't a bad word. Creativity is a good thing.

Somebody who's going to actually work with me and not be an advocate on either side of the table. Not somebody who's in management's pocket, but also as a comp committee chair, not somebody who's in my pocket either. I've got enough people around me who say yes to me all the time. What I want is somebody who's going to tell me no once in a while—in a nice way—but still be willing to tell me that I'm headed towards a cliff before I go over it.

