



Patricia (Pat) Zingheim, Ph.D.



Jay Schuster, Ph.D.

Zingheim, Schuster Bring Attention to Total Rewards

By Bonnie Serino

WORLDATWORK

In 1992 WorldatWork members Patricia (Pat) Zingheim, Ph.D., and Jay Schuster, Ph.D., helped set the HR field on fire and forever changed the compensation profession when they co-authored *The New Pay: Linking Employee and Organizational Performance*. Their work modernized the way companies developed compensation plans by popularizing variable-pay and total-compensation strategies to mainstream audiences.

A follow-up book, *Pay People Right! Breakthrough Reward Strategies to Create Great Companies*, published in 2000, continued to explain total rewards strategy as a business case for change by providing practical solutions and usable tools for companies to use to transition to total rewards. Both published works have profoundly impacted the HR field.

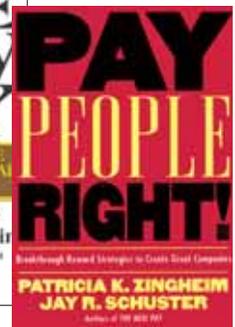
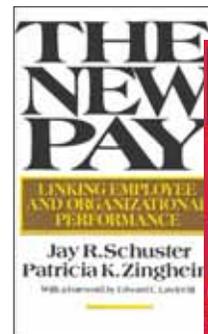
Together they are credited with the widespread understanding of total rewards and evolving compensation programs by demonstrating to corporate leaders and the general public how total pay, individual growth, a compelling future and a positive workplace can collectively attract, motivate, retain and develop high-performing talent.

"I think we helped expand incentive compensation into the general employee workforce to facilitate people becoming more engaged in their organizations and to help businesses become more successful," Zingheim said. "We encouraged

others to make compensation and other rewards an effective business tool by speaking to HR and business leadership audiences around the world."

"Their books are quite readable and have a number of examples," said Ed Lawler III, Ph.D., director of Center for Effective Organizations, University of Southern California Marshall School of Business, and 1997 Keystone Award recipient. "No one else was using the term, 'total rewards,' as they used it, so it got more attention. This was new to the compensation field ... It helped companies think of a more integrated approach to compensation."

They based their books on their years of experience as compensation consultants. In turn, their books and consulting work have influenced major corporations around the world to design pay programs with a total rewards strategy, resulting in the advancement of the HR field and significantly contributing to the body of knowledge.



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Work Hard, Play Hard

Zingheim holds master's and doctorate degrees in psychology from Ohio State University as well as a bachelor's degree in psychology from the University of Michigan. She worked at The George Washington University as a licensed clinical psychologist before becoming a compensation consultant in 1980. "It was natural to combine my interest in psychology in group settings with my liking of math, and I had been moving in the direction of business from clinical psychology while working at The George Washington University," she said.

Schuster also holds a doctorate in psychology, from the University of Southern California, and master's and bachelor's degrees in business from the University of Minnesota. He worked at Rand Corp. and System Development Corp. before consulting and partnering with Zingheim, forming Schuster-Zingheim and Associates in 1985. The pair had been working together at another consulting firm

"We're like the longest running rock band in compensation consulting," Schuster said. "We've managed to stick together as a team for 23 years."

"We enjoy it," Zingheim said. "We love and believe in our profession. I can't think of doing anything else."

When they are not working, Zingheim and Schuster travel the world. Most recently the pair returned from a trip to Antarctica, mingling with 300,000 penguins. Their list of adventure trips reads like an Indiana Jones movie, with escapes to the Galapagos Islands, taking photos on an African safari, snuggling up to 9-month-old panda cubs in China, scuba diving in Australia's Great Barrier Reef and walking on sand dunes in the Sahara Desert.

"We work hard and we play hard," Zingheim said.



Pat Zingheim and Jay Schuster with a 9-month old panda cub in Woolong, China.

Zingheim and Schuster will be presented with the WorldatWork Keystone Award, the association's highest honor.

at the time and decided that they could work more effectively in their own business. Together with Principal Delene Smith, they advise companies on aligning pay and rewards with business strategy and have introduced many groundbreaking pay and reward innovations over the course of their careers.

2006 Keystone Award Recipients
Schuster joined WorldatWork 40 years ago when it was known as the Midwest Compensation Association. "It was a melting pot of ideas and concepts, and that's what made it attractive to me," Schuster recalls.

Over the years both have been active members. They have contributed many

articles to *workspan* magazine and the *WorldatWork Journal*, and have presented and moderated WorldatWork conference workshops as part of an ongoing effort to pass on their knowledge and expertise to WorldatWork members and the HR community.

On May 8, Zingheim and Schuster will be presented with the WorldatWork Keystone Award, the association's highest honor, at the WorldatWork Annual Total Rewards Conference & Exhibition in Anaheim, Calif., May 7-10.

Still leading the way, Schuster, 71, said he's not ready for retirement, and that receiving the Keystone Award has only put more wind in his sail. "Receiving this award is like getting a pep talk at half time," he said. "I'll die before I retire."

What's next for the team? Updating *The New Pay*, writing articles and probably a completely new book, and more of the same — total passion for total rewards.

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