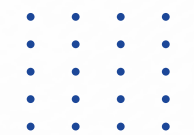




How to design and implement an inclusive bonus scheme to support collaborative working and reward the right behaviours

HR Case Study



P3 People Management



Client Overview

Sector: Professional Sales (Law firm)

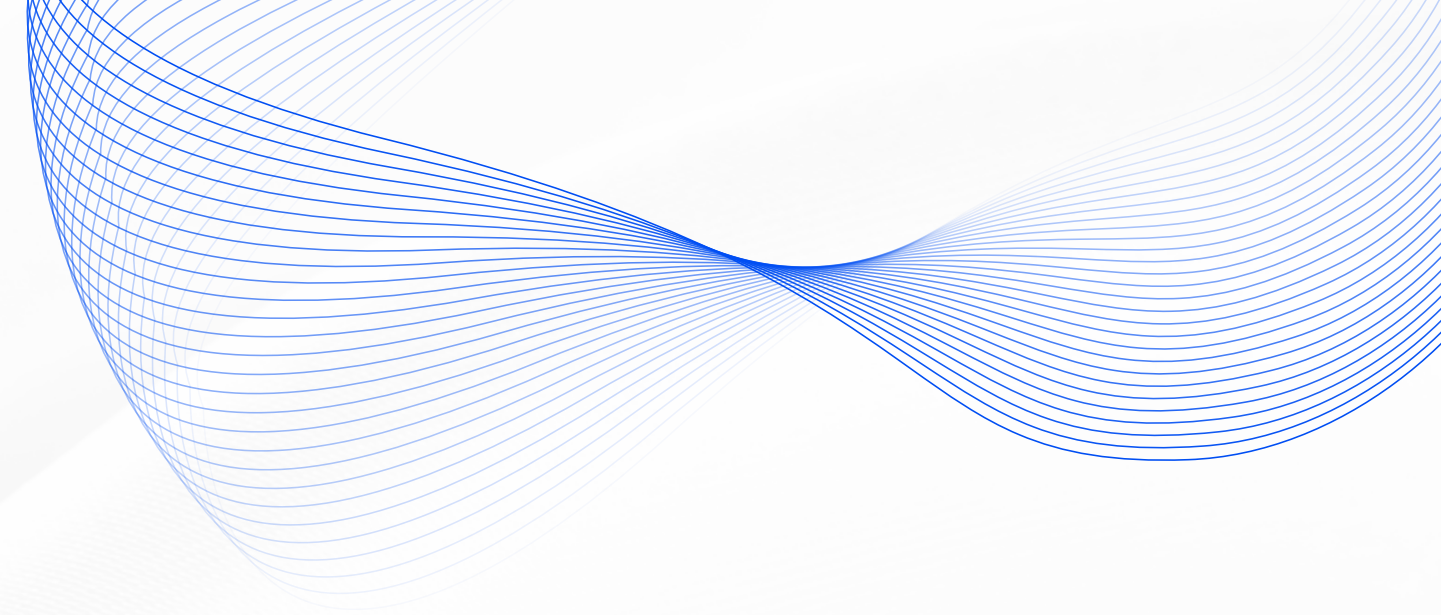
Size: Multiple sites

HR Setup: 1 in house HR Manager

Key Employment Context: Transition to new leadership, focus on culture shift and trust building



The Challenge



The existing bonus scheme was inherited from the previous leadership and was divisive. The scheme was heavily KPI based which rewarded fee earners but overlooks contributions of the wider workforce. This impacted collaboration and signalled that financial outputs were what mattered. The Managing Partner wanted a scheme that was more inclusive and rewarded behaviours and collaboration, not just fees.

Risks:

- 1 Cultural misalignment with current managing partners
- 2 Disengagement of non-fee earners
- 3 Potential damage to fee earners engagement if incentives reduced



Our Approach

Initial Assessment:



We met with the Managing Partner to understand the thoughts behind a revamped bonus scheme. The discussion highlighted that the current approach reflected legacy leadership with a strong focus on fees.

The future vision was for a more inclusive model that recognised a broader range of contributions including collaboration, mentoring and living the company values alongside financial performance.







This led to wider conversations about performance, recognition and culture.






Our Approach

Advice & Guidance

-  Move from a KPI-only bonus model to one that balances financial performance with behaviours and values.
-  Place greater emphasis on collaboration, mentoring and wider contribution, while maintaining incentives for fee earners.
-  Introduce a peer-to-peer recognition scheme to reinforce values throughout the year.
-  Align the performance review process with the new bonus criteria for consistency and transparency.
-  Deliver communication externally to provide neutrality and help build trust in the changes.
-  Adjust base salaries for fee earners to offset changes in bonus potential and protect retention.

Our Approach

Support Provided::

 The project began with a pulse survey to understand team sentiment and identify potential concerns before any changes were made.

Insights from this informed the new bonus design, which was embedded into a redesigned performance review process and supported by a peer recognition scheme.

A financial review was carried out to adjust base salaries where needed.

Communications were planned and delivered externally to ensure clarity, transparency and buy-in, with the full project managed from concept through to implementation.



Outcome & Impact



The business now has an inclusive bonus scheme that recognises both financial performance and wider contributions.

Fee earners remained engaged through base salary adjustments, while non-fee earners felt their impact was valued.

The new review process created greater consistency and transparency.

There was improved trust with clearer alignment between rewards, behaviours and company values.





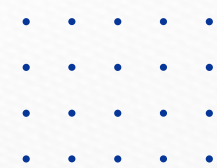
Lessons & Next Steps

What the client learnt about their own people management approach:

The project showed that reviewing a bonus scheme can be an opportunity to address broader issues around performance, recognition and culture.

By combining financial and behavioural measures, it is possible to maintain commercial performance while increasing inclusivity and engagement.

Ongoing actions include embedding the new performance review process, monitoring engagement through regular pulse surveys, and continuing leadership support to ensure behaviours and values remain central to how success is measured and rewarded.





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