

# CEO Information

2002.7.17 ( 357 )

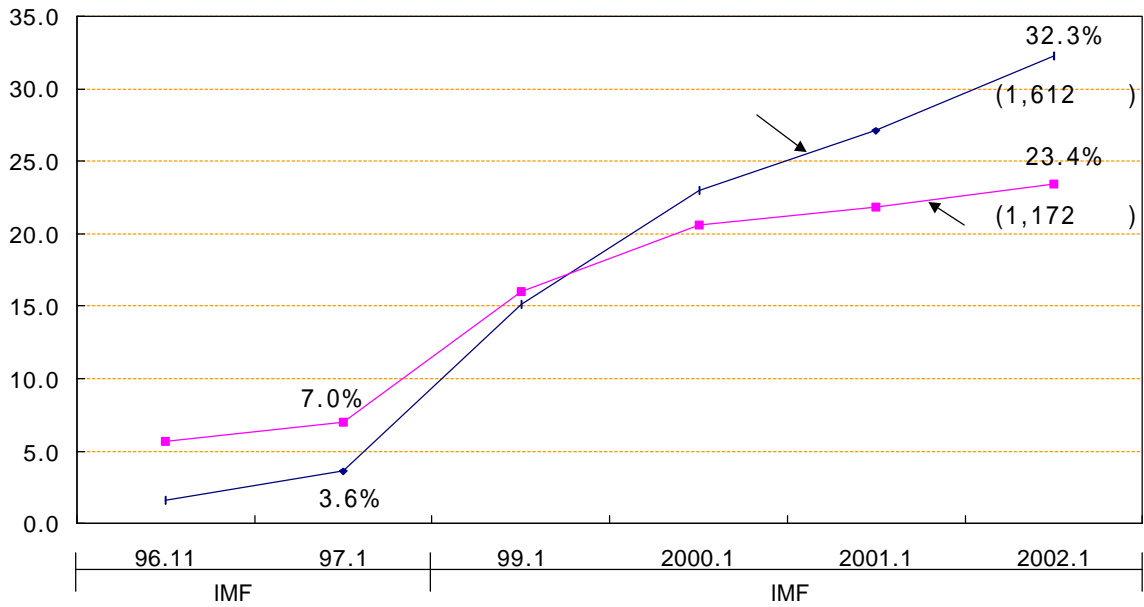
明暗

·  
·  
·

:  
(seriojkt@seri.org)  
02 - 3780 - 8206

가

1997 10%  
2002 20~30%



(5,000), 2002.2.

- ,  
가

가	가 가	가 가
	,	,
	,	,

- 가 가

- , , ,

가  
가

- 가 ,

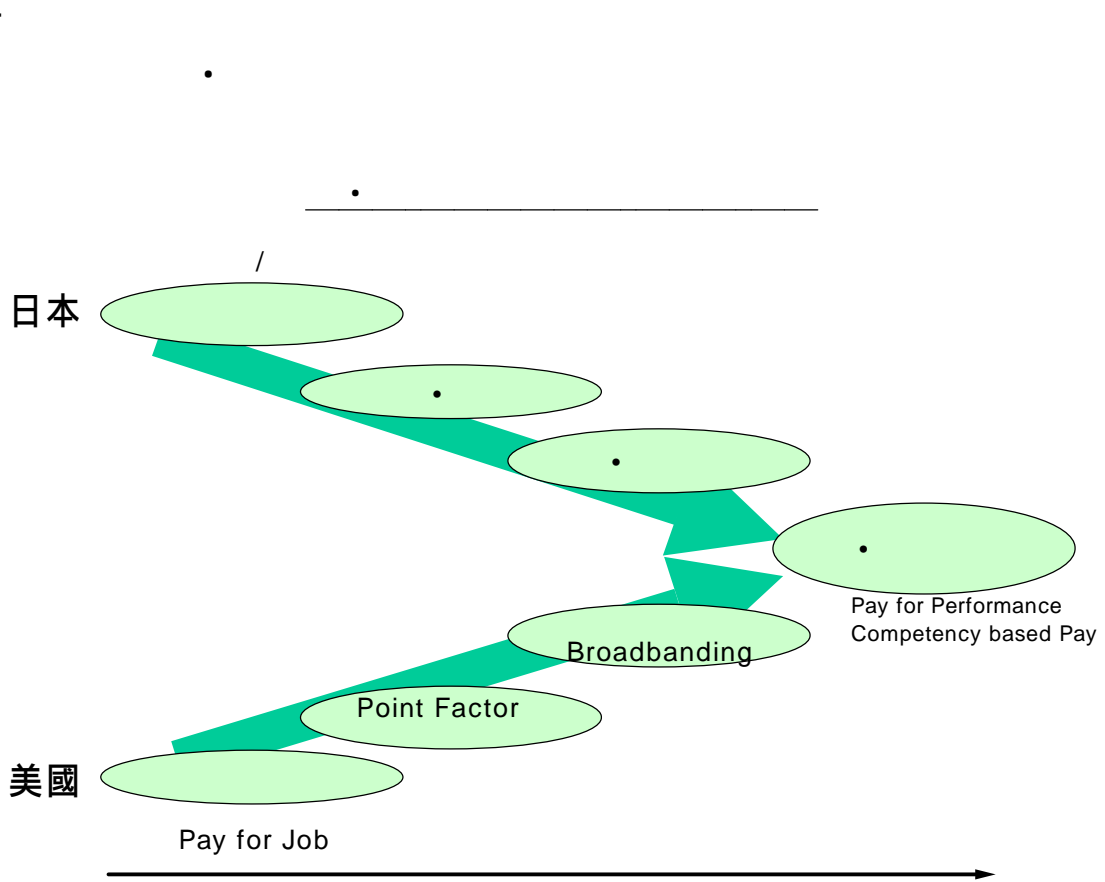
-

• Hewitt Associate

48%가

(Pfeffer, The Human

Equation, Havard Business School Press, 1998)



: 吉田 壽(1997), 未來型 人事システム - 21世紀への人事革新の構圖, 同友館, 196p.

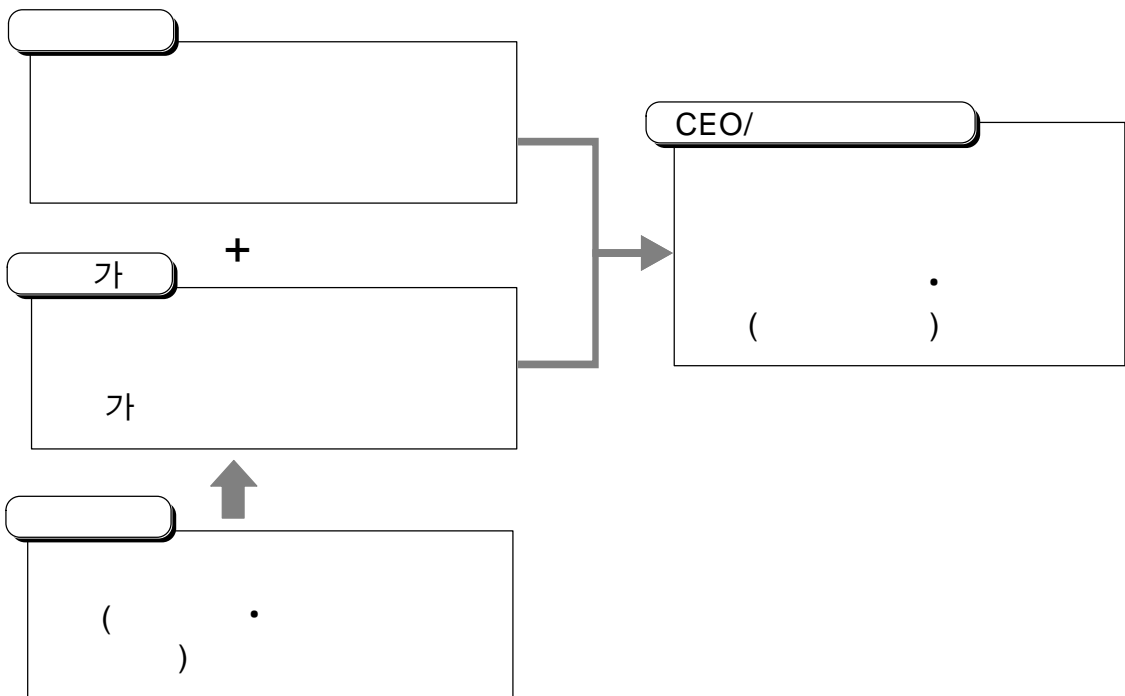
- 가

- 가

-

- 가

• , 가, , CEO



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1.

- 가 가

- (winner takes all)

. 가

(Matt Bloom, The performance effects of pay dispersion on individuals and organizations, Academy of Management Journal, 1999)

- 가

가 가

- 4

-	23	A,B,C
3	,	
-	가	23
-	가	

- , , ,

•

- , ,

- (gain sharing), (profit sharing), (employee stock ownership plan)

( , : %)

	1991	1993	1999
	-	11	30
Gain Sharing	2	6	10
Profit Sharing	11	12	19

: Strategic Compensation Survey, SHRM/AA, 1999.  
(783 )

2.

高

低

-

가

-

•

( , The War for Talents, 2001)

- SAS,

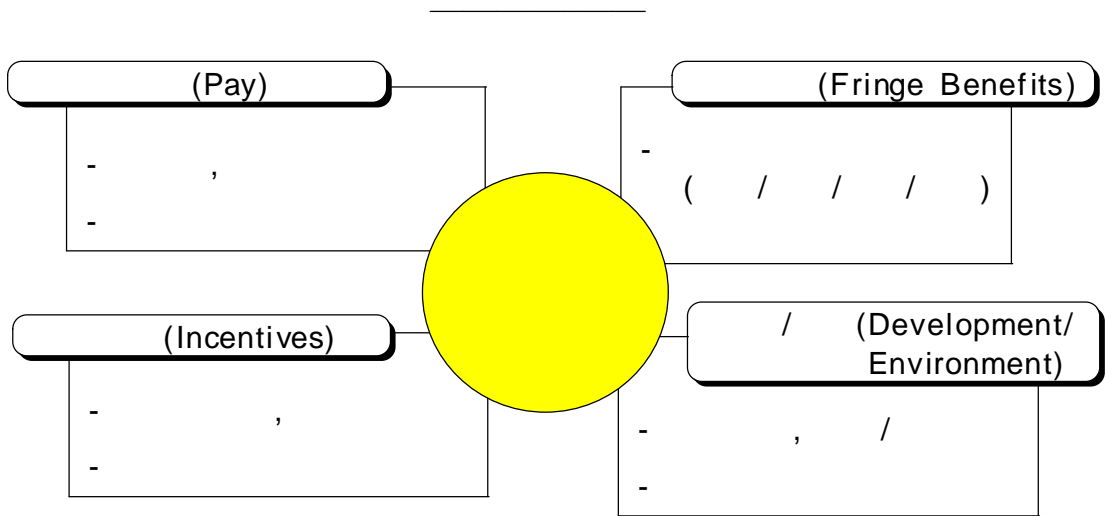
-

•

compensation)

(total





- (Total Compensation Report) 가
- (Cigna)

(Cigna)

-

- : , ( , ), , 가 가 , , , , ,

3.

가

-  
가

- ' ,

- ,

- ,
- 

- CEO 가 ,

- 
- 가
- 가

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- 가

- ,

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4. 가

가

가

- , , (ROE)  
가

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• 가

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가

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, ,

-

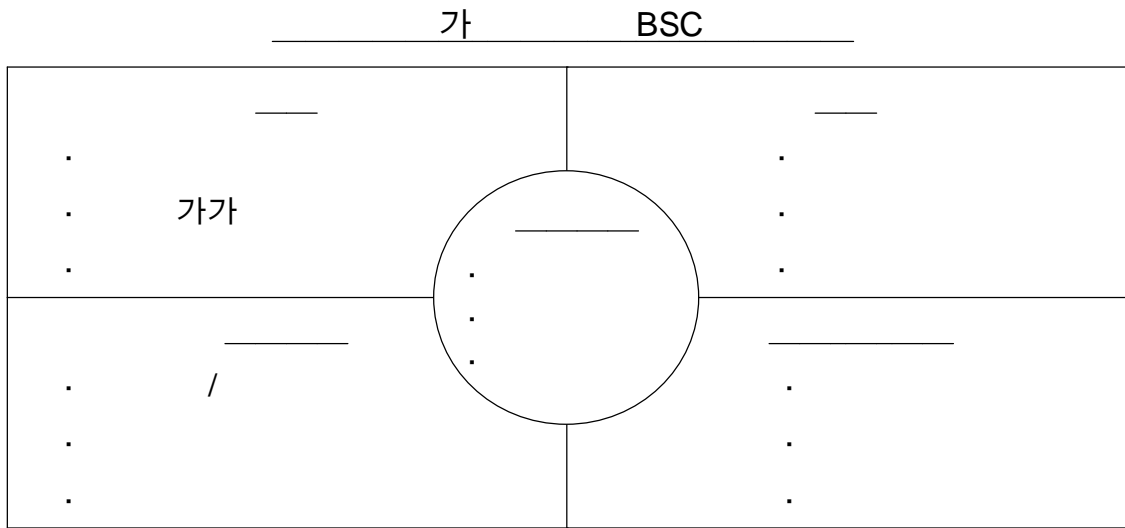
가

, ,  
가 (BSC, Balanced Scorecard)

- , 1,000 45%가 BSC

- POSCO, KT, , LG , BSC

- ( ), , ( ),  
 ( )  
 • BSC 가



5.

가

- , ,  
 가

- 가

가

,

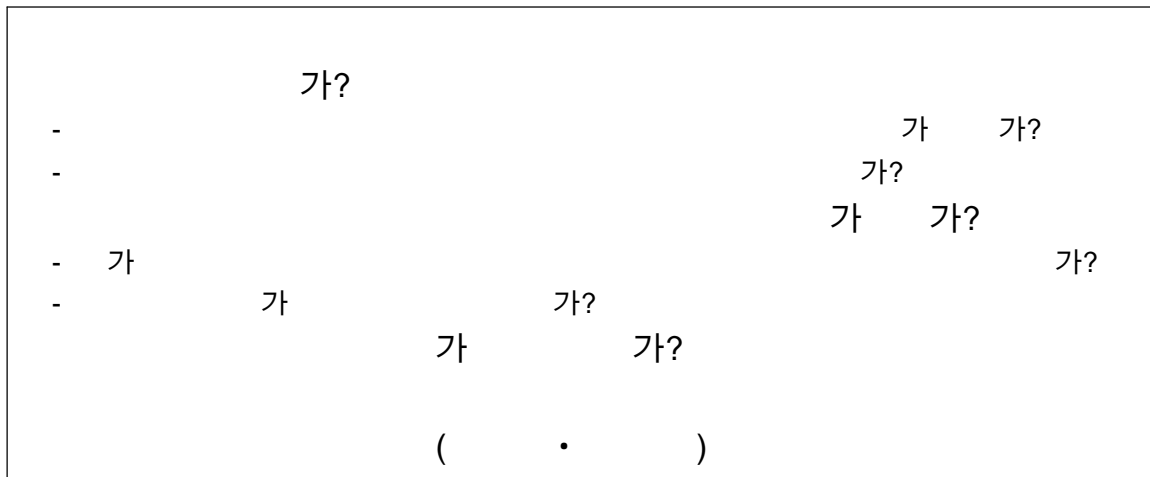
- ,

- ,
- 가 ,
- ,

	Operational Excellency ( )	Product Leadership ( )	Customer Intimacy ( )
가	- - -	- - - ,	- 가 - -
	- -Profit Sharing -	- - - /	- - -
	- -	- - -	- - -
	McDonald, Shell ,	Microsoft, 3M, Intel, Motorola	Home Depot, IBM, USAA

: The Talent Solution, Hewitt Associate, 1998.

- ,
- 가 ,
- 가
- 가 ,
- 가



-

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	Focus			
【Performance】				
( . ) 【Competency】				
.				

6.

가 가

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-

:	
- 1997	가
-	가
- 가	2000 10

:	
-	
-	가
-	

가

-

가

- , , , ,

• ,

(Pay Mix)

- 가

-

- 가

- 2001 4 , 가  
( 가 )  
- 가  
- , 2002

7. •

「 가

-

- CEO •

• IBM, GM, GE,

가



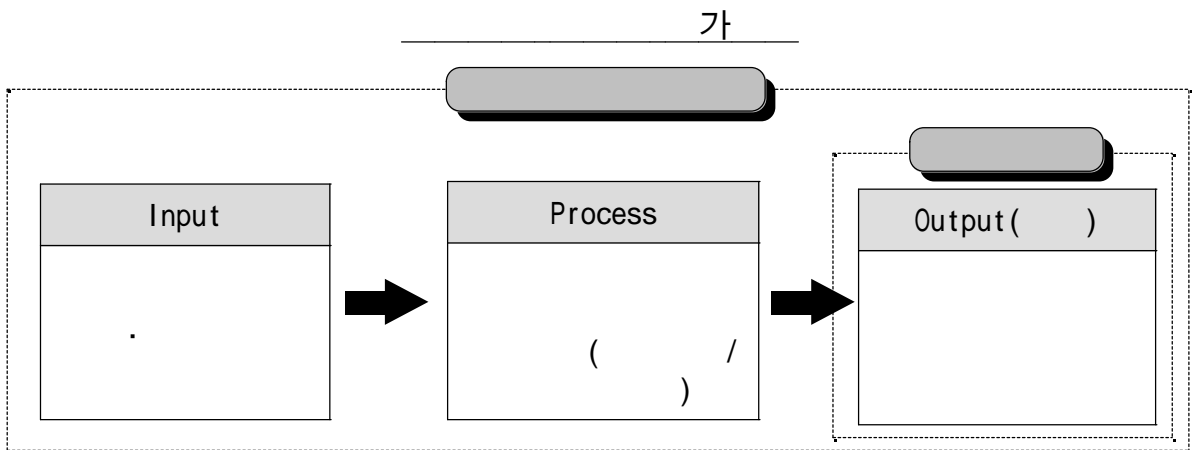
- 가 2002 25 .

	<ul style="list-style-type: none"> <li>· 2000 Fortune ' 25 ' 500 7</li> <li>·</li> <li>·</li> </ul>	<ul style="list-style-type: none"> <li>· 1 가 400 1</li> <li>· 2001 12 4</li> </ul>
	<ul style="list-style-type: none"> <li>· (97 75 )</li> </ul>	<ul style="list-style-type: none"> <li>· CEO (2002 5 1 ) 가 98%</li> </ul>
	<ul style="list-style-type: none"> <li>· (92 12 가)</li> <li>·</li> </ul>	<ul style="list-style-type: none"> <li>· CEO (2002 6 5 ) (SEC)</li> </ul>
Zerox	<ul style="list-style-type: none"> <li>· 1997 ,</li> </ul>	<ul style="list-style-type: none"> <li>· SEC 1</li> </ul>
	<ul style="list-style-type: none"> <li>· , 가</li> </ul>	<ul style="list-style-type: none"> <li>· , (SEC)</li> </ul>
	<ul style="list-style-type: none"> <li>· 가 10</li> </ul>	<ul style="list-style-type: none"> <li>· 2002 5 28 CEO</li> </ul>

: .

Input Process

- Input Process 가



- 「 」 ,  
「 가 」

- • Competency Review  
( 가)

1) ,	<ul style="list-style-type: none"> <li>- 가</li> <li>·</li> <li>· ( , )</li> <li>· (BU) ( , ) 가</li> </ul>
2)	<ul style="list-style-type: none"> <li>- (Competency Review)</li> <li>· 가</li> </ul>
3) (Dry)	<ul style="list-style-type: none"> <li>-</li> <li>·</li> <li>· (Career Management)</li> <li>· GKI(Global Knowledge Institute)</li> <li>·</li> </ul>

: , 勞政時報 3531 , 2002.3.

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1.

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-

.

가
.

' ' '
' '
- - ( )

2.

가 3~5

- ,

• CEO ,

- 2~3 , 3~5  
( )

A	
	: 95~97 (3 )
-	( , )
•	
-	
-	: 98
-	
-	: 99 ~
-	:
-	가 : ,
-	,
-	, , , ,

-

, 2~3

• CEO

가

(Hybrid)

•

-

Hybrid

	-	•	4	Hybrid
	-	-		
	-		4	
	-			
	-	가 가 , professional	4	
	-	-		
	-	,		
	-			

### 3. Total System

가 ,

-

가

- , 「 」
- 가 (Corporate Value) 가
- GE 9 Values, HP HP Way, Our Credo, 9 Values, YAMAHA Values 21
- 가 가
- , - 가- -
- - - - 가- 가
- 가
- , ,
- , 가
- , 「 」 가
- ,
- GE, Citi Corp

#### 4. CEO가

CEO  
가

- CEO가

-

CEO

- CEO가 가, ,

• ' ' '

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(seriojkt@seri.org)

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## Trend

&lt; &gt;

	7. 9	7. 10	7. 11	7. 12	7. 15
/ ( 가 )	1,182.2	1,179.4	1,179.5	1,182.8	1,176.6
/	118.07	117.68	116.89	116.83	116.35
(AA-, %)	6.77	6.75	6.66	6.75	6.71
(3 , %)	5.93	5.91	5.80	5.88	5.84
가 (KOSPI)	801.99	794.71	764.88	792.93	783.52

&lt; &gt;

( ( ) , %)

	2000	2001	2002.2	3	4	5	6
GDP	9.3	3.0		5.7			
	7.9	4.2	-	8.4	..	..	..
	35.3	-9.8		3.2			
가	16.8	1.8	-2.7	4.4	7.4	7.7	..
	78.5	73.2	76.3	77.5	77.6	76.5	..
( )	4.1	3.7	3.7	3.4	3.1	2.9	..
	(88.9)	(81.2)	(80.2)	(76.9)	(70.7)	(66.1)	..
	0.26	0.23	0.09	0.11	0.08	0.04	..
가	2.3	4.3	2.6	2.3	2.5	3.0	2.6
( )	1,722.7	1,504.4	110.3	132.7	131.9	142.2	130.1
( )	(19.9)	(-12.7)	(-17.4)	(-6.1)	(8.9)	(6.9)	(0.5)
( )	1,604.8	1,410.0	104.6	119.1	125.4	126.9	120.0
( )	(34.0)	(-12.1)	(-17.9)	(-8.1)	(11.8)	(9.8)	(2.2)
( )	122.4	86.2	3.9	10.4	-0.2	10.5	..
( )	962.0	1,028.2	1,050.9	1,060.9	1,076.5	1,096.3	1,124.4
( )	1,363	1,199	1,210	1,195	1,221	..	..