

CEO Information

2002.7.17 (357)

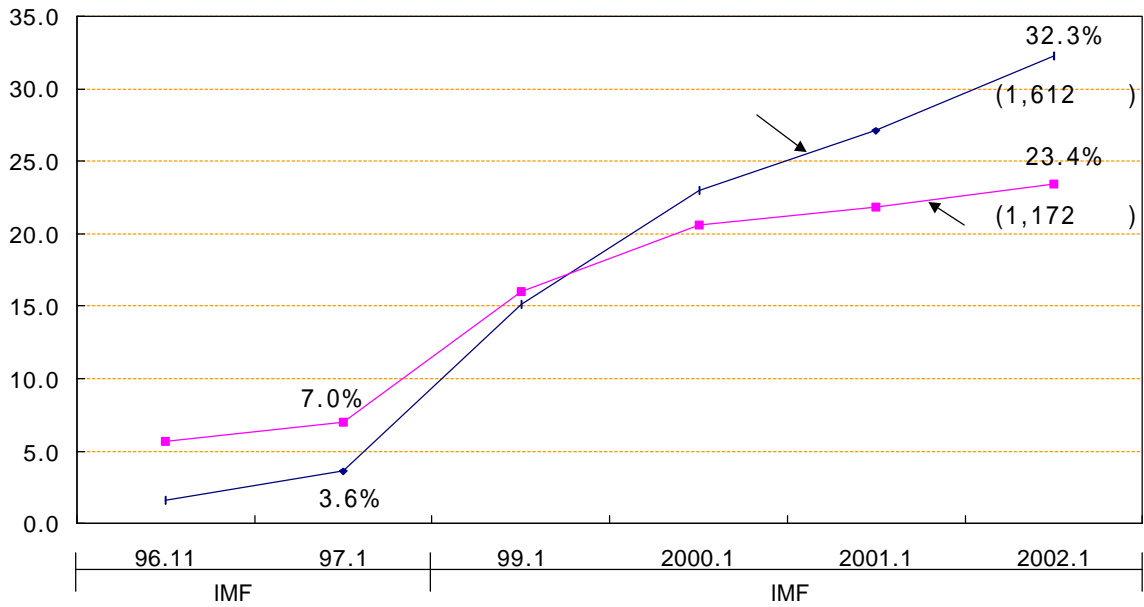
明暗

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.
.

:
(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 ,

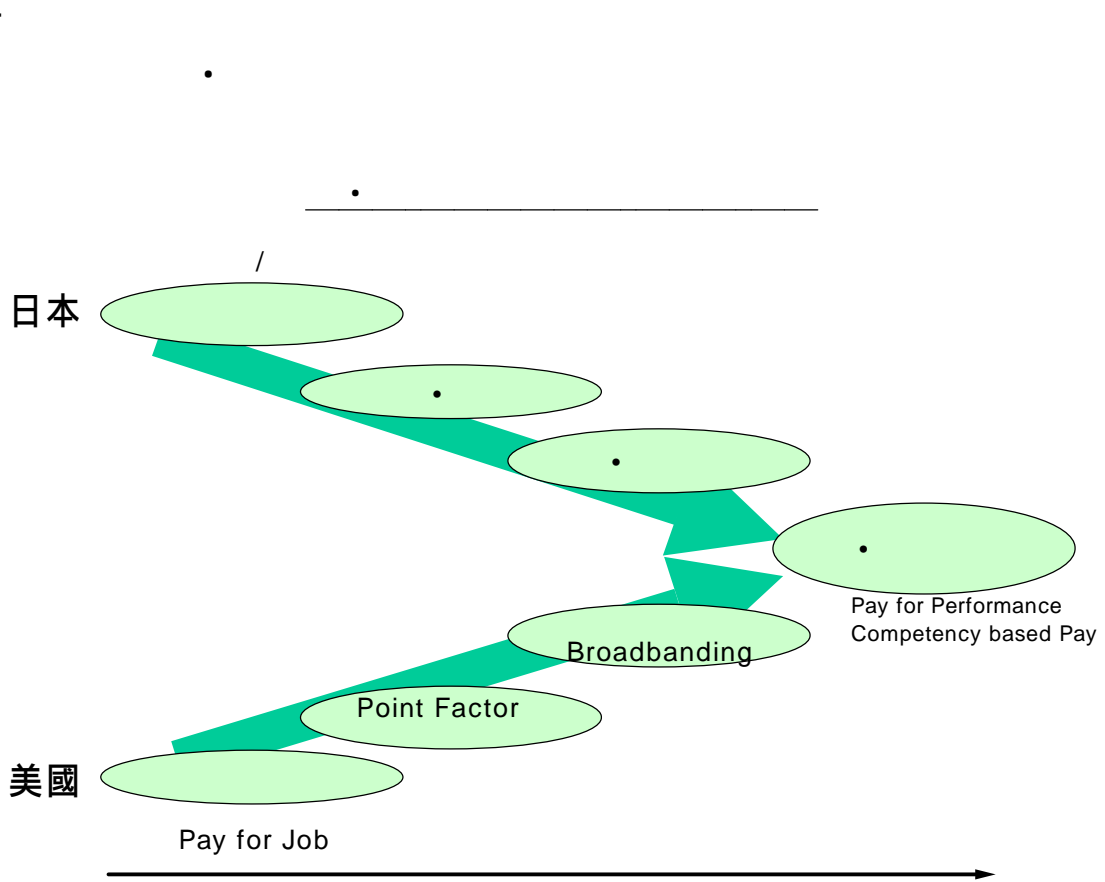
-

• 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.

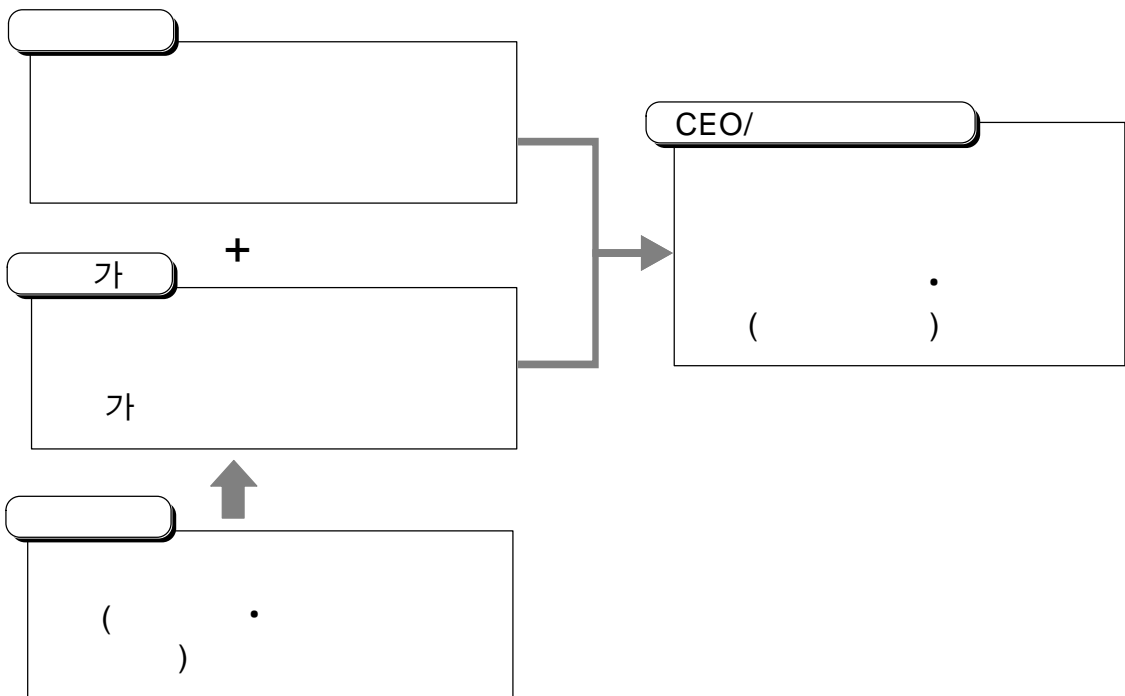
- 가

- 가

-

- 가

• , 가, , CEO



.

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)

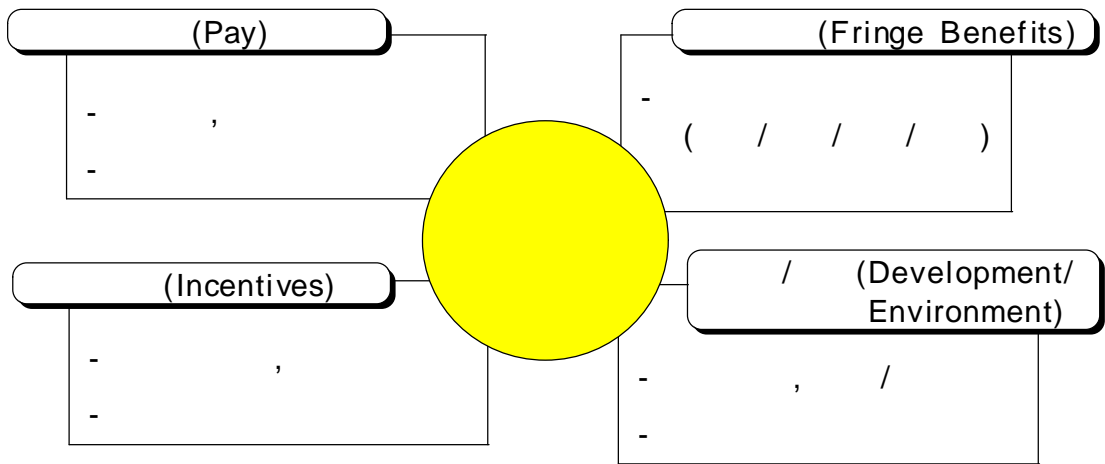
- SAS,

-

•

compensation)

(total



- (Total Compensation Report) 가
- (Cigna)

(Cigna)

-

- : , (,), , 가 가 , , , , ,

3.

가

-
가

- ' ,

- ,

- ,
-

- CEO 가 ,

-
- 가
- 가

-

- 가

- ,

4. 가

가

가

- , , (ROE)
가

-

• 가

-

가

-

, ,

-

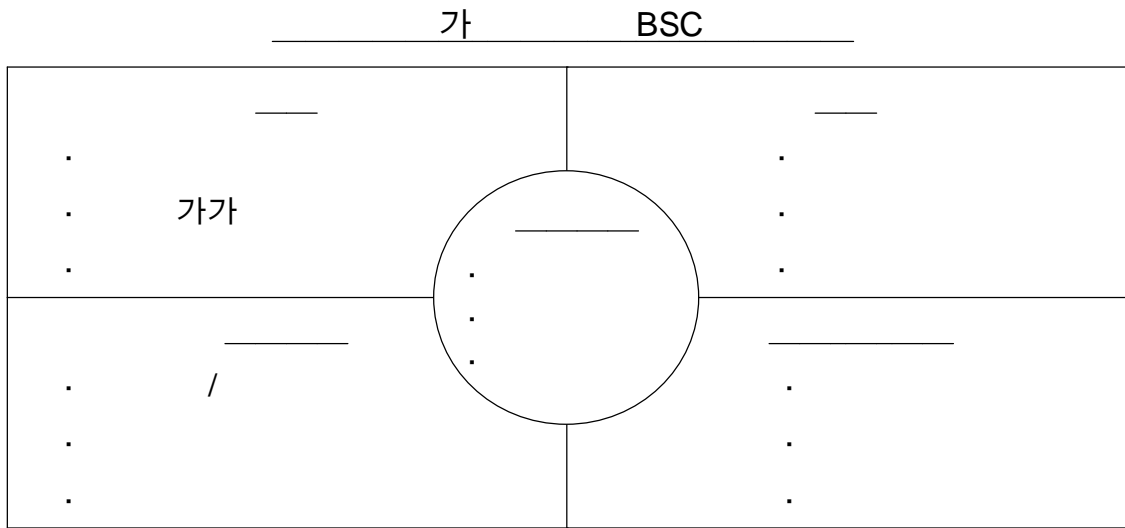
가

, ,
가 (BSC, Balanced Scorecard)

- , 1,000 45%가 BSC

- POSCO, KT, , LG , BSC

- (), , (),
 ()
 • BSC 가



5.

가

- , ,
 가

- 가

가

,

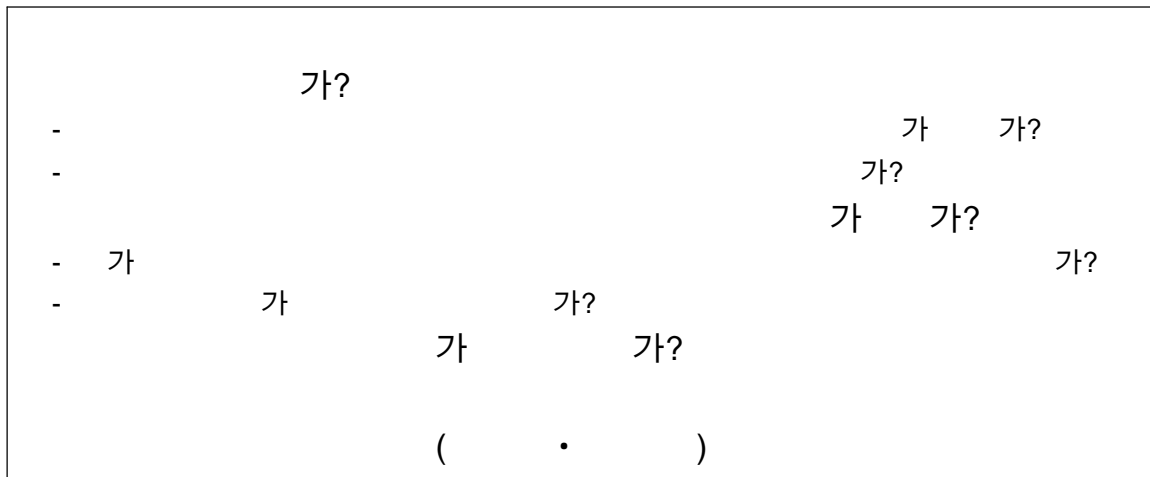
- ,

- ,
- 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



-

.

	Focus			
【Performance】				
(.) 【Competency】				
.				

6.

가 가

가

-

-

:	
- 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

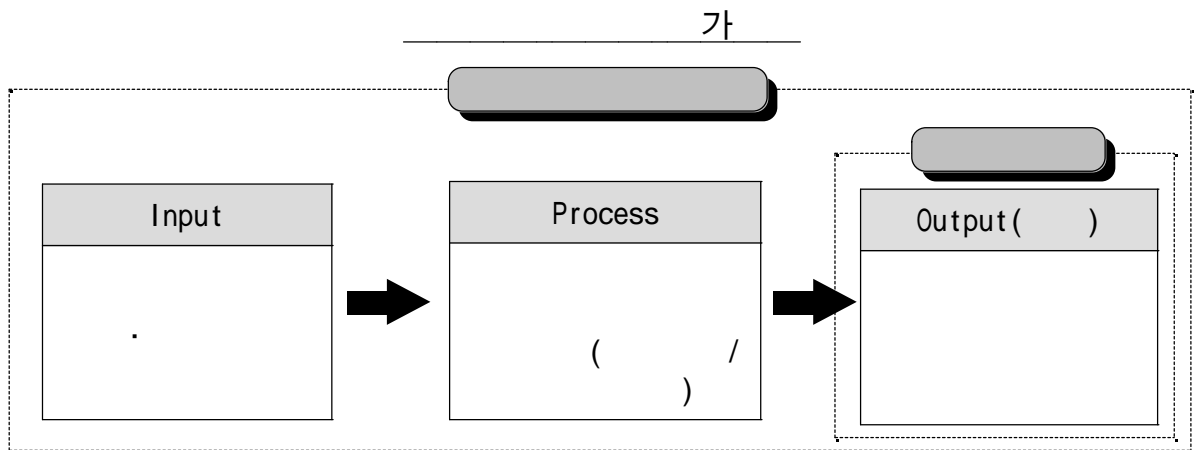
- 가 2002 25 .

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

: .

Input Process

- Input Process 가



- 「 」 ,
「 가 」

- • Competency Review
(가)

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

: , 勞政時報 3531 , 2002.3.

•

1.

-

-

•

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		
	-	-		
	-	,		

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

Trend

< >

	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

< >

(() , %)

	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