

# (Reverse Mentoring)

## EXECUTIVE SUMMARY

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2.                    (Reverse Mentoring)

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3. HR

- (Face-to-Face Mentoring)
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  - (P&G                    ) P&G                    가
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  - (GE                    )                    600
- MBA-                    (Student-Executive Mentoring)
  - MBA
  - MBA-
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4.

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. (Reverse Mentoring)

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2. (Reverse Mentoring)

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(knowledge transfer)

(protegé)가

(Protegé-to-Mentor Learning)

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知行 (knowing-doing gap)

### 3. HR

(upward)

, e- , MBA- 3가

1)

(Mentor)

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(Reverse Mentoring)

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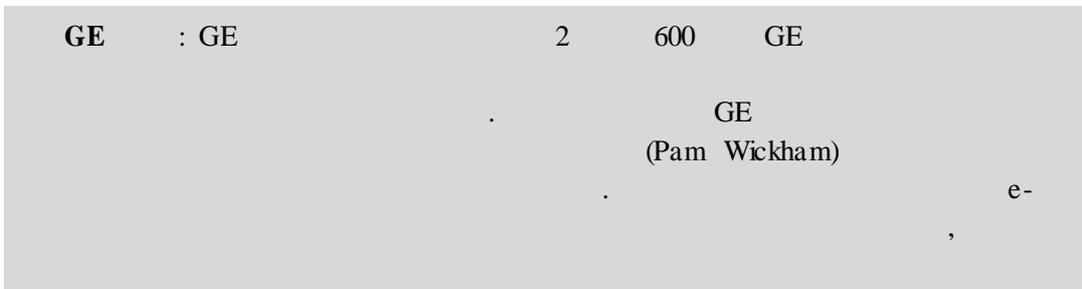
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○ MBA- (Student-Executive Mentoring)

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MBA

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MBA

- MBA-

(Reverse Mentoring)

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(Jerry Wind)  
MBA  
가 (change agent)가 ,

4.

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- CEO 가
- ,
- 가

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