
EXECUTIVE SUMMARY

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- 가 , 가
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- ,
· 가
· 4가
- ()
- () , ,
- () P&G
- ()
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1. :
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- 가

- 'Toyota Way'

2 : ,

- ,

- ' (Our Credo)' , ,

- ' , ' , ' ,

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3. : P&G, CEO !

- P&G CEO가

- CEO

- CEO가 ,

- P&G CEO가

- P&G . 가

(learn by doing)

- OJT, Functional training, Corporate training

4. : Win-Win

- MDT(Management Development Training)

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- 4 , 가

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- 4가
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- P&G가
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	P&G	- 'Learn by Doing'
		- MDT(Management Development Training)
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CEO

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CEO

가

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CEO

	- CEO
	- 200 CEO (, , ,)
	- CEO

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- 가

· 'Sony 10 (career path)

· ' CEO

· ' 가

- CEO,

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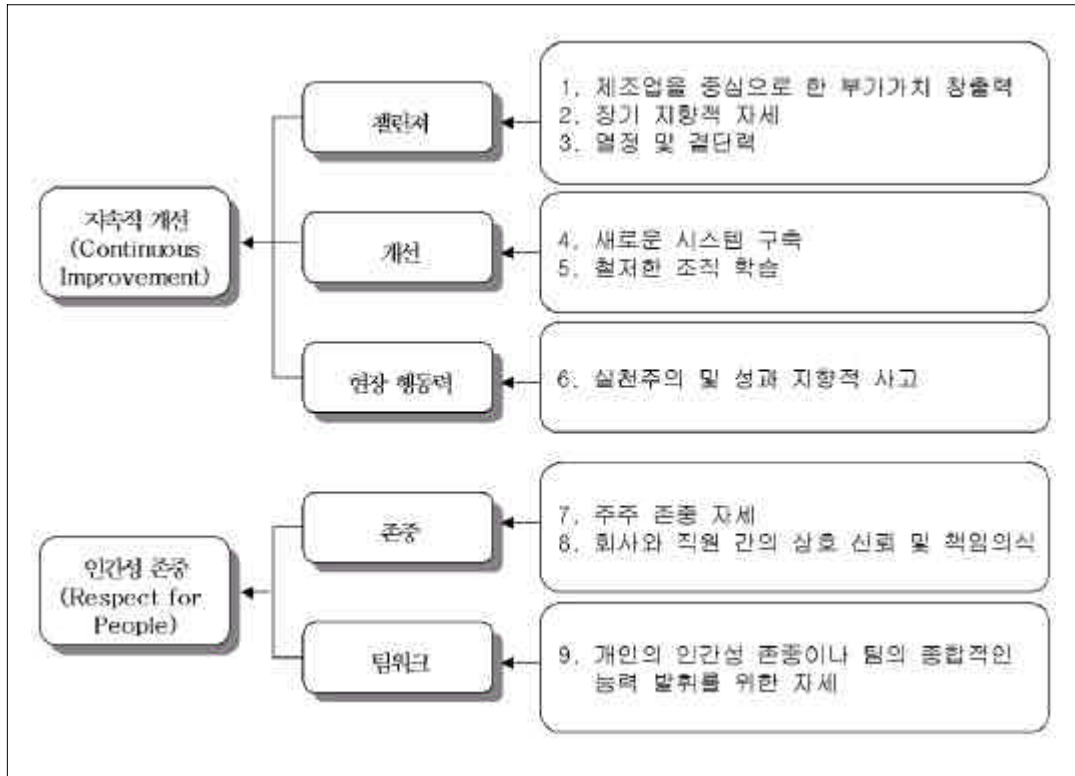
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	(SCE)	CEO		1,2
·	2000	9		
			CEO	
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·		CEO	1	
·	,	,	,	2
	(executive human resources committee)			' , '
	CEO			
·	2000		'Sony University'	18
		500	'CEO '	
2)				
-				
·		1/ 3,	2/ 3가	5
·			,	
·	2001	4		CEO가
	,			
-			가	
·		CEO	' (Toyota Institute)'	
			'Toyota Way'	
·				
·	'Toyota Way 2001'		가	
·			,	,

< 2> 「Toyota Way 2001」



: 日本産業新聞 (2001. 5. 25)

. 300 (

 . 10%, 3%, 15%) ,

 . 3

 , 180 (90 , 90)

 . , 'Toyota

 Way'

2.

- 가 가
 - '2003 가 ' 2 18 ,
5
 - 2003 2 12 (Harris Interactive Survey)
가 가
 - 2002 8 가 ' '
 - 4
- , ' ,
 - 1943 ' (Our Credo)
4가
 - 1982 ' , , ,
- - ' ' (responsibility), (respect), (job security),
(equity), (safety), 가 (family warm)
 - ' ' ,
- 가 가
- 가 가

3) 3 :

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18
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 - (InfoNet)
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3. P&G, CEO !

- P&G 1837 James Gamble William Proctor
- P&G 165 70 , 11
- 가 ,
- 1879 ' 120
- 가 ,

< 3> P&G 가 (Core Value)



- P&G
- P&G 가 ,
- " 가 , , 가 가 ,

10 “(1947

P&G)

· P&G , 가 , ,

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· P&G

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· 2002 500 , 500 , 가 ,

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· P&G가 가

, 가

CEO P&G

1) : **CEO**

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· P&G CEO가 ,

· P&G CEO ,

·

P&G (P&G People)

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· P&G , , , 가 ,

가 8

· SAWs(Success Action for Winning) (Build the Business), (Leadership), (Capacity), (Risk-Taking), (Innovation), (Solution), (Collaboration), (Mastery)

- 'Learn by Doing'

· (On-the-Job Training)

· (Functional Training)

· (Corporate Training)

P&G

'P&G College Program'

· (MB e-Coach) P&G

가

(QuickKnowledge)

· (Career Advice Center) P&G

P&G

7 8 가

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1)

1) Advanced Microsoft Excel, An Insider's Guide to Getting a Job at P&G, Business Etiquette, Introduction of PowerPoint, Total Memory Workout, Advanced Microsoft Word for Windows, The Art of Networking, How to Give a Great Presentation, Overcoming Shyness for Social Success in the Workplace

Win-Win

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1) MDT(Management Development Training)

- MDT

· MDT ,

· MDT

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< 5> MDT(Management Development Training)

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	<ul style="list-style-type: none"> - : Accounting & Finance, Sales & Marketing, Human Resources, Facilities Management - : Rooms Operations & Guest Service, Health Care & Resident Services
	-

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- MDT

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· MDT

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: 'CEO 27

- **(PRIDE)**
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- 가
- (Perseverance), (Responsibility),
(Integrity), (Discipline), (Enthusiasm)

•
,
- (Strategic Human Resource Development)
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- HRD

· HRD (training), (development), (coaching & counseling)

· HRD 가

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· Toyota Way ,

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,

, (Action Learning)

-

· , (instructor)
(facilitator) 가

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