1. Record Nr. UNINA9910464978003321 Autore Dorff Michael <1970-> Titolo Indispensable and other myths: why the CEO pay experiment failed and how to fix it // Michael Dorff Pubbl/distr/stampa Berkeley, California; Los Angeles, California; London: London: University of California Press, , 2014 ©2014 **ISBN** 0-520-95859-4 Descrizione fisica 1 online resource (327 p.) 658.4/072 Disciplina Soggetti Chief executive officers - Salaries, etc Executives - Salaries, etc - United States Compensation management - United States Electronic books. Lingua di pubblicazione Inglese **Formato** Materiale a stampa Livello bibliografico Monografia Note generali Includes index. Nota di contenuto Front matter -- Contents -- Acknowledgments -- 1. Introduction -- 2. The Puzzles of CEO Compensation -- 3. The Corporate Personality Myth -- 4. Market Mythology -- 5. Incentives Mythology -- 6. Performance Pay Mythology -- 7. Causation Mythology -- 8. Predictability Mythology -- 9. Alignment Mythology -- 10. Moving Forward -- Notes -- Index Sommario/riassunto Prodded by economists in the 1970's, corporate directors began adding stock options and bonuses to the already-generous salaries of CEO's with hopes of boosting their companies' fortunes. Guided by largely unproven assumptions, this trend continues today. So what are companies getting in return for all the extra money? Not much, according to the empirical data. In Indispensable and Other Myths: Why the CEO Pay Experiment Failed and How to Fix It, Michael Dorff explores the consequences of this development. He shows how performance pay has not demonstrably improved corporate performance and offers studies showing that performance pay cannot

improve performance on the kind of tasks companies ask of their

CEO's. Moreover, CEO's of large established companies do not typically

have much impact on their companies' results. In this eye-opening exposé, Dorff argues that companies should give up on the decadeslong experiment to mold compensation into a corporate governance tool and maps out a rationale for returning to the era of guaranteed salaries.