

Pay Without Performance: The Unfulfilled Promise of Executive Compensation

By Lucian Bebchuck and Jesse Fried, Cambridge, Mass.: Harvard University Press, 2004. 278 pages, hardcover, \$24.95

Reviewed by Malcolm Coco, Abilene Christian University and Gundars Kaupins, Boise State University

In *Pay Without Performance*, Lucian Bebchuck, a Harvard Law School professor of law, economics, and finance, and his colleague Jesse Fried, professor of law at the University of California, focus on the corporate governance deficiencies and power plays that exacerbate largesse in executive pay. The authors identify a "widespread, persistent, and systemic" problem with CEO compensation and corporate governance and report that shareholders continue to be very vocal about their unhappiness with what boards have approved for executive retirements.

Lack of transparency in corporate reporting makes it difficult to determine how much executives are actually being paid. Executive compensation packages include pension plans, perks, tax liability payments, and stock options that go beyond salary. According to Bebchuck and Fried, these additions can boost executive pay by at least one-third and sometimes represent non-monetary gifts. For example, the divorce action for General Electric's former CEO Jack Welch revealed he had been granted a New York apartment, jet privileges, Red Sox tickets, and country club memberships as part of his compensation (Stelzer 2006).

Executives often use their charisma, friendships with board members, and corporate expertise to enhance their power and influence on corporate boards. Boards have favored executive stock option arrangements at the expense of shareholders for many reasons, whether they reflect conscious executive favoritism, "honest stupidity" about pay arrangements, or a combination of both.

In most cases, compensation is not linked to

performance or, in the authors' words, an "insensitivity" to performance. An executive's share of the responsibility for the company's problems is difficult to calculate, partly because economic conditions, political forces, industry trends, and social changes are out of his or her control. Boards of directors often resort to consultants who collect market surveys of comparable companies. In other words, "following the herd" is much easier than focusing on executive performance.

Though this book admirably discusses the role of stockholders, boards of directors, and CEOs, it fails to provide an adequate theoretical background to the problem of executive pay. It makes little attempt to explain some the political, social, and cultural conditions within the United States that may have contributed to higher executive pay. For example, the authors focus on a financial economics perspective by recommending that shareholders be given more power to remove members of the board of directors. Removal from boards could occur because shareholders feel a board member might have too many tie-ins with the CEO, may not be knowledgeable about the company, or otherwise be performing against the interests of the shareholders.

According to Hatcher (2002), focusing on shareholders has some value because they represent one of the major stakeholders in a business; however, there are other stakeholders, such as employees, unions, executives, and local governments, whose role is important but who receive little attention in this book. Employees can place internal political pressure on corporate leadership to constrain executive pay and can identify (as whistleblowers) any illegal compensation activities to the Securities and Exchange Commission or other appropriate governmental organizations. Unions, union federations such as the AFL-CIO, and executive groups such as the Business Roundtable have considerable lobbying power in Congress to limit shareholder power. They also can provide financial support to sympathetic elected officials and establish media campaigns to limit executive pay. Local governments can provide companies with incentives not only to stay in the region but also act in a more ethical manner. Finally, Hatcher believes that companies should

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Stephen M. Bainbridge



Pay Without Performance The Unfilled Promise Of Executive Compensation:

Pay without Performance Lucian Bebchuk, Jesse Fried, 2006-09-30 As this book clearly demonstrates structural flaws in corporate governance have produced widespread distortions in executive pay Pay without Performance presents a disconcerting portrait of managers influence over their own pay and of a governance system that must fundamentally change if firms are to be managed in the interest of shareholders *PAY WITHOUT PERFORMANCE: THE UNFULFILLED PROMISE OF EXECUTIVE COMPENSATION*. Lucian A. Bebchuk, [Pay Without Performance](#) Lucian A. Bebchuk, Jesse M. Fried, 2009 The company is under performing its share price is trailing and the CEO gets a multi million dollar raise This story is familiar for good reason as this book clearly demonstrates structural flaws in corporate governance have produced widespread distortions in executive pay Pay without Performance presents a disconcerting portrait of managers influence over their own pay and of a governance system that must fundamentally change if firms are to be managed in the interest of shareholders Lucian Bebchuk and Jesse Fried demonstrate that corporate boards have persistently failed to negotiate at arm s length with the executives they are meant to oversee They give a richly detailed account of how pay practices from option plans to retirement benefits have decoupled compensation from performance and have camouflaged both the amount and performance insensitivity of pay Executives unwonted influence over their compensation has hurt shareholders by increasing pay levels and even more importantly by leading to practices that dilute and distort managers incentives This book identifies basic problems with our current reliance on boards as guardians of shareholder interests And the solution the authors argue is not merely to make these boards more independent of executives as recent reforms attempt to do Rather boards should also be made more dependent on shareholders by eliminating the arrangements that entrench directors and insulate them from their shareholders A powerful critique of executive compensation and corporate governance Pay without Performance points the way to restoring corporate integrity and improving corporate performance [China's Legal System](#) Donald C. Clarke, 2008-03-06 Examines the legal ramifications of economic and social changes in China mid 1990s to present [The Routledge Companion to Fair Value in Accounting](#) Gilad Livne, Garen Markarian, 2018-06-13 The concept of fair value marked a major departure from traditional cost accounting In theory under this approach a balance sheet that better reflects the current value of assets and liabilities Critics of fair value argue that it is less useful over longer time frames and prone to distortion by market inefficiencies resulting in procyclicality in the financial system by exacerbating market swings Comprising contributions from a unique mixture of academics standard setters and practitioners and edited by internationally recognized experts this book on a controversial and intensely debated topic is a comprehensive reference source which examines the use of fair value in international financial reporting standards and the US standard SFAS 157 Fair Value Measurement setting out the case for and against looks at fair value from a number of different theoretical and practical perspectives including a critical review of the merits and arguments against the use of fair value accounting

explores fair value accounting in practice involvement in the Great Financial Crisis implications for managerial reporting discretion compensation and investment This volume is an indispensable reference that is deserving of a place on the bookshelves of both libraries and all those working in studying or researching the areas of international accounting financial accounting and reporting Corporate Governance Chris A. Mallin,2016 The most accessible and user friendly introduction to corporate governance providing broad coverage of international issues and clear examples of theory in a business context

Perspectives on Corporate Governance F. Scott Kieff,Troy A. Paredes,2010-07-30 The events that began with the collapse of Enron WorldCom Tyco and Adelphia and continued into the financial crisis of 2008 teach us an important lesson corporate governance matters Although it is widely acknowledged that good corporate governance is a linchpin of good corporate performance how can one improve corporate governance and its impact on corporate and overall economic performance This book offers a diverse and forward looking set of approaches from experts covering the major areas of corporate governance reform and analyzing the full range of issues and concerns Written to be both theoretically rigorous and grounded in the real world the book is well suited for practicing lawyers managers lawmakers and analysts as well as academics conducting research or teaching a wide range of courses in law schools business schools and economics departments The Oxford Handbook of Corporate Law and Governance Jeffrey N. Gordon,Wolf-Georg Ringe,2018-04-26 Corporate law and corporate governance have been at the forefront of regulatory activities across the world for several decades now and are subject to increasing public attention following the Global Financial Crisis of 2008 The Oxford Handbook of Corporate Law and Governance provides the global framework necessary to understand the aims and methods of legal research in this field Written by leading scholars from around the world the Handbook contains a rich variety of chapters that provide a comparative and functional overview of corporate governance It opens with the central theoretical approaches and methodologies in corporate law scholarship in Part I before examining core substantive topics in corporate law including shareholder rights takeovers and restructuring and minority rights in Part II Part III focuses on new challenges in the field including conflicts between Western and Asian corporate governance environments the rise of foreign ownership and emerging markets Enforcement issues are covered in Part IV and Part V takes a broader approach examining those areas of law and finance that are interwoven with corporate governance including insolvency taxation and securities law as well as financial regulation The Handbook is a comprehensive interdisciplinary resource placing corporate law and governance in its wider context and is essential reading for scholars practitioners and policymakers in the field *Research Handbook on International Banking and Governance* James R. Barth,Dr. Chen Lin,Clas Wihlborg,2012-01-01 The recent financial crisis has stimulated much debate on the governance of financial institutions as well as research on the effects of governance arrangements on risk taking performance and financial institutions more generally Furthermore researchers are asking how regulation legislation politics and other factors influence the governance of financial institutions and their behavior in

different dimensions The specially commissioned contributions featured in this timely Handbook confront these complex issues The contributors top international scholars from finance law and business explore the role of governance both internal and external in explaining risk taking and other aspects of the behavior of financial institutions Additionally they discuss market and policy features affecting objectives and quality of governance The chapters provide in depth analysis of factors such as ownership efficiency and stability market discipline compensation and performance social responsibility and governance in non bank financial institutions Only through this kind of rigorous examination can one hope to implement the financial reforms necessary and sufficient to reduce the likelihood and severity of future crises Bringing the reader to the frontier of research on governance of financial institutions this volume is sure to inspire future research in scholars and students of financial institutions governance and banking as well as all those involved with private financial institutions and public regulatory and supervisory authorities

Boards and Shareholders in European Listed Companies Massimo Belcredi, Guido Ferrarini, 2013-10-10 With contributions by distinguished scholars from legal and financial backgrounds this collection of essays analyses four main topics in the corporate governance of European listed firms i board structure composition and functioning and their interaction with ownership structure ii board remuneration iii shareholder activism and iv corporate governance disclosure based on the comply or explain approach The authors provide new comparative evidence and analyse its implications for the policy debate They challenge the conventional wisdom that corporate governance in European firms was systematically dysfunctional While proposals aimed at increasing disclosure and accountability are usually well grounded caution is suggested when bringing forward regulatory changes with respect to proposals targeting specific governance arrangements especially in the fields of board composition and shareholder activism They argue that the comply or explain principle should be retained and further efforts should be exercised to enhance disclosure

Handbook on International Corporate Governance Chris A. Mallin, 2011-01-01 Throughout the world there is conflict between the desire to reap wealth from strong corporate functioning and the imperative of preserving the integrity of the sovereign state Christine Mallin has assembled a collection of delightful essays describing the current circumstances of corporate governance in a variety of different countries The volume reads like a story fascinating accessible and informative The book can be read for information in each article or as a totality giving insight into the critical balancing of interests required in particular countries Anyone buying this book and you should will have a fine experience Robert Monks Lens Governance Advisors US The second edition of this major Handbook provides a thoroughly revised and extensive analysis of the development of corporate governance across a broad range of countries including Australia China Germany India Italy Japan Poland Russia South Africa Spain Turkey and the UK Additional coverage in this second edition includes Brazil Hungary Malaysia and Norway The Handbook reveals that whilst the stage in the corporate governance life cycle may vary from country to country there are certain core features that emerge such as the importance of transparency disclosure

accountability of directors and protection of minority shareholders rights With contributions by leading academics and practitioners in the field of corporate governance this important Handbook provides a comprehensive insight into the evolution of corporate governance in countries with diverse cultural economic and legal systems **Handbook of Improving Performance in the Workplace, The Handbook of Selecting and Implementing Performance Interventions** Ryan Watkins,Doug Leigh,2009-12-09 HANDBOOK OF IMPROVING PERFORMANCE IN THE WORKPLACE Volume 2 Selecting and Implementing Performance Interventions In this groundbreaking volume leading practitioners and scholars from around the world provide an authoritative review of the most up to date information available on performance interventions all presented within a holistic framework that helps ensure the accomplishment of significant results Addressing more than 30 performance interventions with such varied topics as Incentive Systems e Learning Succession Planning and Executive Coaching this volume guides readers through the development of comprehensive performance improvement systems Each chapter illustrates in practical terms how to select plan implement and manage performance interventions as well as how to evaluate their results Through best practices research comparative analysis illustrative case studies from around the world and editorial guidance on how to link together diverse interventions the handbook is an important guide for achieving desired results in the workplace and beyond Sponsored by International Society for Performance Improvement ISPI the Handbook of Improving Performance in the Workplace three volume reference covers three main areas of interest including Instructional Design and Training Delivery Selecting and Implementing Performance Interventions and Measurement and Evaluation *The ^AOxford Handbook of Capitalism* Dennis C. Mueller,2012-04-19 The financial crisis that began in 2008 and its lingering aftermath have caused many intellectuals and politicians to question the virtues of capitalist systems The 19 original essays in this Handbook written by leading scholars from Asia North America and Europe analyze both the strengths and weaknesses of capitalist systems **The Profit Motive** Stephen M. Bainbridge,2023-02-09 What responsibility if any does a corporation have to society How should corporations balance environmental social and governance factors The Profit Motive addresses these questions of corporate purpose using historical legal and economic perspectives Stephen M Bainbridge enters the debate around corporate social responsibility to mount an unabashed defense of shareholder capitalism and maximizing shareholder value The book offers context for the current questions about corporate purpose and provides a reference going forward Direct and corrective The Profit Motive argues that shareholder value maximization is not only required by law but what the law ought to require What They Do With Your Money Stephen Davis,Jon Lukomnik,David Pitt-Watson,2016-05-24 Each year we pay billions in fees to those who run our financial system The money comes from our bank accounts our pensions our borrowing and often we aren t told that the money has been taken These billions may be justified if the finance industry does a good job but as this book shows it too often fails us Financial institutions regularly place their business interests first charging for advice that does nothing to

improve performance employing short term buying strategies that are corrosive to building long term value and sometimes even concealing both their practices and their investment strategies from investors In their previous prizewinning book *The New Capitalists* the authors demonstrated how ordinary people are working together to demand accountability from even the most powerful corporations Here they explain how a tyranny of errant expertise naive regulation and a misreading of economics combine to impose a huge stealth tax on our savings and our economies More important the trio lay out an agenda for curtailing the misalignments that allow the financial industry to profit at our expense With our financial future at stake this is a book that analysts economists policy makers and anyone with a retirement nest egg can t afford to ignore *Gender and Race Inequality in Management: Critical Issues, New Evidence* Matt L. Huffman,2012-01-31 Highlighting cutting edge research by notable and highly visible scholars working in the area of gender race and management this text will inspire new directions for future empirical research in this important area *Institutional Approach to Global Corporate Governance* J. Jay Choi,Sandra Dow,2008-11-01 Contains papers examining issues concerning the effects of national and international institutional factors on corporate governance and performance This volume focuses on the relevance of national business systems alongside industrial and institutional infrastructure to assess the efficacy of corporate governance regimes

Corporate Duties to the Public Barnali Choudhury,Martin Petrin,2019-01-10 In a world where the grocery store may be more powerful than the government and corporations are the governors rather than the governed the notion of corporations being only private actors is slowly evaporating Gone is the view that corporations can focus exclusively on maximizing shareholder wealth Instead the idea that corporations owe duties to the public is capturing the attention of not only citizens and legislators but corporations themselves This book explores the deepening connections between corporations and the public It explores timely and often controversial public issues with which corporations must grapple including the corporate purpose civil and criminal liability taxation human rights the environment and corruption Offering readers an encompassing balanced and systematic understanding of the most pertinent duties corporations should bear how they work whether they are justified and how they should be designed in the future this book clarifies corporations roles vis vis the public

Foundations of Real-World Economics John Komlos,2023-03-20 The 2008 financial crisis the rise of Trumpism and the other populist movements which have followed in their wake have grown out of the frustrations of those hurt by the economic policies advocated by conventional economists for generations Despite this textbooks remain frozen in time continuing to uphold traditional policies as though nothing has happened *Foundations of Real World Economics* demonstrates how misleading it can be to apply oversimplified models of perfect competition to the real world The math works well on college blackboards but not so well on the Main Streets of America This volume explores the realities of oligopolies the real impact of the minimum wage the double edged sword of free trade and other ways in which powerful institutions cause distortions in mainstream models Bringing together the work of key scholars like Kahneman Minsky and

Schumpeter this textbook takes into consideration the inefficiencies that arise when the perfectly competitive model is applied to the real world dominated by multinational oligopolies The third edition has been updated throughout bringing in new material on the financial crises the rise of populism racism inequality climate change and the Covid 19 pandemic A must have for students studying the principles of economics as well as micro and macroeconomics this textbook redresses the existing imbalance in economic teaching as John Komlos focuses on the paradigm of humanistic economics **Routledge Handbook of Corporate Law** Roman Tomasic, 2016-11-10 The Routledge Handbook of Corporate Law provides an accessible overview of current research in the field from an international and comparative perspective In recent years there has been an explosion of corporate law research as this area of law continues to develop rapidly throughout the world Traditionally Anglo American corporate law theory has dominated debates and publications however this handbook readdresses the balance by exploring the treatment of corporate law in both Europe and Asia as well developments in the US and UK Bringing together a wide range of key thinkers in the field this volume is divided into three main parts Thinking about corporate law Corporate law principles and governance Some cross cultural comparisons Providing up to date and authoritative articles covering all the key aspects of corporate law this reference work is essential reading for advanced students scholars and practitioners in the field

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