

## Union Steel President Kim

## High-Potential Company, Humanistic Management



Union Steel Mfg. Co., Ltd.  
President

**Sang Ok Kim**

On the business card carried by President Sang Ok Kim of Union Steel Mfg. Co., Ltd., the lettering 'AZA 2008' is printed. AZA stands for Active challenge (A), Zero defect (Z), and Achievement (A) and 2008 is the target year, indicating President Kim's determination to wind up Union Steel's medium and long-term plan presently underway by 2007 and to declare a second founding in 2008.

Seeing President Kim's business card, one can easily guess his strong expectations of the plan and how resolute his will to achieve it is. As such, Union Steel's medium and long-term plan is of the highest concern to President Kim. The fact that the company realized historic high sales and profit last year since its founding in 1962 is one of the

elements that fuels his desire.

In rising to the CEO post, President Kim had, of course, gone through all kinds of hardships. In the 1980s, in particular, he also experienced a long strike due to labor-management disputes and struggles for management rights. From the third year after he joined Union Steel, he worked at the company's overseas branch office, administrative department, etc. After one to two years, his colleagues, who entered the company at the same time, left one after another, but he still remained. In that course, his affection toward the company and his colleagues expanded naturally.

President Kim's management philosophy also is colored by the experiences he had while growing up. The first that he advocates is 'Man-Centered Management.' These days, nearly every enterprise is adopting manpower-oriented management and a talent-first system.

As for President Kim, who has worked steadily for about 40 years after joining Union Steel through the company's first public recruitment, 'Man-Centered Management' has become a specific policy, not a simple slogan. His management philosophy is well demonstrated also in his view of talent. He says, "There is no excellent employee from the beginning. After entering a company, an excellent individual can become a true talent or a dull person. More important is growing him into a person that suits the company's organizational culture, rather than selecting a person with superior qualifications."

Since he assumed the responsibility of CEO, he is so busy that he does not even have time for his favorite exercises. President Kim, who gets up at five o'clock and arrives at the company by 7:50 every morning, feels worthwhile contributions from the aspect that 'his company has attempted to transform itself.'

Union Steel is changing from a cold-rolled steel plate maker to a surface-treatment steel specialist externally and also to an innovative enterprise where consciousness reform through Six Sigma, TPM, etc. is ongoing continuously internally. President Kim's affirmation of the company's takeoff toward the world's highest surface-treatment steel specialist is based on the fact that he can feel the dynamic strength that such positive changes are bringing to his company.



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