
By Konosuke Matsushita

Founder of

Panasonic

PEOPLE
Before
PRODUCTS

The Human Factor in Business

P H P I N S T I T U T E , I N C .

Contents

Preface— 9
To the Reader—13
Acknowledgments—15
Note—16

PART ONE: PEOPLE BEFORE PRODUCTS

I. Employing People

1. Hiring for the Public Good—20
2. Worry As a Badge of Honor—25
3. Two Out of Ten Is Enough—29
4. The Manager's Bed of Nails—33
5. What Counts Is Commitment—37
6. Compassion Is What Matters—41

II. Motivating Employees

1. Transparent Management—46
2. Inspired Leadership—51
3. Responsible Decision Making—56
4. Character and Ability—61
5. Strength in Admitting Weakness—65
6. Someone to Listen—68

III. Cultivating Human Resources

1. The Tea-Serving President—74
2. The Taste of Salt—79
3. A Good Listener—84
4. A Healthy Measure of Fear—88
5. When Not to Try to Remember—92
6. Growth Through Employment—96

IV. Optimal Personnel Management

1. People with Good Luck—102
2. An Emphasis on Strength—107
3. The Chemistry of Teamwork—111
4. Managing Superiors—115
5. The Adhesive Power of Authority—119
6. Off the Seniority Track—122

PART TWO: MEMORABLE ENCOUNTERS

1. Reisque Ishida:
Youthful Patriot—127
2. Takeo Kanai:
Business Through a Global Lens—132
3. Taizo Ishizaka:
Obstinacy at Its Best—136
4. Chikashi Yonekura:
Work as Vocation—142
5. Taizo Ishida:
A Manager's Mentor—146
6. Riichi Ezaki:
Embodiment of Energy—150
7. Gonshiro Kubota:
Transcending Self-Interest—155
8. Fusanosuke Kuhara:
From Stockboy to Businessman—159
9. Daiki Tachibana:
All Things Pass—164
10. Yasuzaemon Matsunaga:
Youthfulness of Spirit—168

CODA

Human Nature and Management—175

Human Potential Is Infinite

A Genuine Humanism

A Very Young Branch Office Chief

Wages and Management Principles

Bold Personnel Management

The Right Person in the Right Place

Mobilizing Collective Wisdom

Index—189

A Note About the Author—191