

Contents

Preface	V
---------------	---

Part One

1. When It Rains, Open an Umbrella	3
2. To Motivate People, Set an Example.....	7
3. Manipulation Will Not Develop People.....	10
4. Raise Your Banner High.....	14
5. Second-Generation Presidents Need Fire in the Belly..	18
6. Losing Money Has No Place in Business	20
7. Good Times Good, Bad Times Even Better.....	23
8. Small- and Medium-Size Businesses Get the Most from Their Employees.....	26
9. Delegate Responsibility with a Watchful Eye.....	29
10. Fast-Track Employees Need Support.....	32
11. Intuition Makes Sense	35
12. Meetings Are Usually Inefficient	38
13. First Adopters Contribute to Progress	41
14. Good Purchasing Managers Earn Trust by Demanding Lower Prices.....	44
15. The President Is Not a Strategist.....	47
16. Is Your Management Skill Keeping Pace with Your Business?	50
17. Business Shapes the Times.....	53
18. Give Yourself Leeway.....	56
19. A Society Where Ethical Managers Thrive	59

20. The Wisdom of the Many Comes to Those Who Wish for It.....	62
21. When Things Go Badly, The Problem Is You.....	66
22. A Manager Inspires Employees to Dream	69
23. The Million-Dollar Knack for Successful Management	71

Part Two

24. Final Responsibility Rests with the President	79
25. Even the Most Ordinary Day Holds Valuable Experience.....	81
26. Managers Are Not Magicians	84
27. Employees Take Their Cue from Management.....	86
28. Stand Fast and Solutions Will Come	88
29. In an Emergency, Can You Borrow from Your Employees?	91
30. Are You Ready to Die for Your Subordinates?.....	94
31. Encourage Yourself.....	96
32. Worries Are a Source of Resolve.....	98
33. Management and Politics.....	101
34. There Are No Dead Ends in Business.....	104
35. You Are the Hero of a Real-Life Drama	107
36. Health and Lifespan Are Different for Everyone.....	110
37. Youth Is Youngness at Heart.....	113
 Afterword.....	 117
Index.....	119