

Panasonic core technology

Technology



According to above standard managerial action in recruitment, Konosuke's recruiting middling people is consistent with selecting the most suitable person, and is inner-directed. A. The people who get 70% score in one field or one position are more prone to enter into a team. Generally, the best talents are self-centred and make nothing of other's opinion. However, the middling people is good at auto criticism, they desire to improve themselves based on the power of group which enable them to enter into a team quickly. B. The middling people have the dynamic to pursue the best talents.

When the talents have troubles in looking for incentive to make progress via self-repression, the middling people are aiming at competing with those talents, and transcending them. Such upward mobility is what a company needs. (Michael, 1997) C. The middling people will give allegiance to the company. Unlike the best talents who always think that a promotion is their just dessert, the middling people would not separate their achievement with the concern and education of managers; accordingly they will be full of thankfulness and be more dutiful to their company.

(Oxford University, 2006) This recruitment value is worth being used for reference; however, for a technology-intensive enterprise, admitting the best human resource is also the most important factor to lift Panasonic core technology. Konosuke used to say that Panasonic was a human training company, and manufacture electronic product simultaneously, it can be seen that he has attached a great importance on employee training and development.

As early as 1937, Konosuke had paid much attention to the education of enterprise values, he issued 7 principles (Contribution to society, Fairness and Honesty, Cooperation and Team Spirit, Untiring Effort for Improvement, Courtesy and Humility, Adaptability and Gratitude) to edify every new and old employees and standardize their behaviour, he also had designed a series of method to enable staff to remember and implement those principles, such as reading aloud every day, presentation and self-education.

(Matsushita, 1997) People are a critical, but costly, resource, with the purpose of persisting economic and effective performance, it is crucial to optimize the contribution of staff to the targets and goals of the organization, thus training occurs, training is a learning process that involves the acquisition of skills, concepts, rules or attitudes to enhance the performance of employees.

An enterprise is supposed to first determine the training objectives and preparing the training area, and it can put over the new knowledge through showing and illustrating, and give subordinate staff the opportunities to repeat, question and check, (Byars & Rue, 2004) in addition, not only should trainers consider technical competence and the ability, but also social values. (Mullins, 2005) Furthermore, it is essential for companies to provide employees with " a strong and open corporate culture, and a meaningful work experience with a nurturing day-to-day work environment".

(Barnholt, 2004)Konosuke's 7-value education is a kind of morality education or value education, and he showed detachment in his approach to train. A. Rooting enterprise spirit into employee's mind enables staff to remember

company's objective and goal moment by moment and push themselves constantly, thus it could increase the confidence, motivation and commitment of staff, as it were, Konosuke's training approach has boosted productivity and profitability for Panasonic. (Robbins, 2005) B.

It gives every employee a feeling of "satisfaction and achievement", and broadens their chances for career progression. (Mullins, 2005) C. It could create a harmonious, positive and cooperative corporate culture. When every employee fits into the corporate culture, Konosuke gains commitment and loyalty from employees, which is instrumental in attracting the very best people and retaining the top talent, moreover, civil communication between employees in company intensifies the adaptability and gratitude. (Smalley, 2004)

In Konosuke's opinion, highly centralization of decision-making will slow down the operation of a company, thus he advocated that decentralizing 70% of management to employees, and keep tolerant to 70% extent to their mistake, manager should not intervene excessively, but when an unconformity with general orientation is found, manager is obligated to remind, consequently managers still get 30% management extent of authority, Konosuke believes that 70% empowerment could bring employees' conscious activity into play, and would not go out of control. (Yuan, 2006)