

Part 3
The second stage of my life
(7)
The advantages and disadvantages
that the Management Disclosure invited

It seems to write the stories mixed up the order of events, but it was in April 1983 that I made a big decision as the top manager. I those days, with my continuous effort of establishing subsidiary companies, especially the financial help to the one we purchased before it became bankrupt, forced us to invest more and more money. In the pay negotiation with the union in the previous year, we made a contract for no pay raise, but things turned to be harder the following year.

My determination was to let the union agree to the 5 per cent wage cut. In fact, our wage level was higher than ordinary fellow trucking companies, although they worked longer hours.

I came to believe that no matter how much or eagerly explain the labor union the difficult situation, they never came to understand it. Therefore, I came to think that the only way for me to make the union really understand the situation and come to my proposal is to disclose to them the management accounting, that is, to open to them the settlement of accounts.

In the previous term when the labor and management came to agree the 5 per cent wage cut, I went so far as to say something about the disclosure. I told them that it is quite easy for the top manager to disclose the accounting, but that makes the top easy to say, "This is all about. This tells no room for wage raise and period." The disclosure is apt, on the contrary, to drive the top even as good as to abandon the management responsibility.

In the climax of the negotiation, I went so far as to say that I am ready to cut my directors' remuneration to the 50 per cent deduction if the labor union agrees to my proposal of 5 per cent cut. The union president, moved by my bold determination, said to me, "If you say that much, why not open the accountings?" This was the break to the disclosure exercise.

I gave the labor union the total of twenty-one of the accountings for seven companies for the three fiscal years, seven times three equals twenty one. This decision of mine did surprise the labor union to believe the labor union are also responsible in the management thereafter.

The disclosure means "super open for all to see" with no secrets and everything exposed to be checked. In the

meantime, the labor and management built a committee called “Labor and management conference”, where we opened the monthly incoming and out going accounts in the presence of the contracted accountant to see if anything is improper.

A small company group with only a hundred employees with such labor and management relationship was indeed very rare. I recall on the other side, however, that even though the top manager is not allowed to pursue personal desire or joy by using the company money, I surely came to feel free or nothing to be afraid of what happens, because everything goes to the mutual responsibility no matter what happens to the companies. It was a sort of the lessening of the spiritual burden on the top manager, so to speak. That was what I told the labor union concerning the disclosure’s demerit. Anyhow, such labor and management relationship restarted.

Very harmonious and good relationship was seen ever since between the labor and management. However there came out one thing bad about it. It was the old family of the founder of the firm, my wife’s younger brother and mother-in-law, the deceased founder’s wife.

They were the sect of people who, on the contrary to mine, pursue their personal greed. My policy was to make our companies public in nature, while theirs was to try to make the companies so that they could monopoly the companies for personal usages, mixing company business with personal affairs.

This finally invites what is called “family feud”. The story would become more bloody battlefield like between me and the wife’s old family.