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企業・団体名 : 清松総合鐵工株式会社
(英語表記 : Kiyomatsu Steel Structure co.,ltd.)
役職 : 代表取締役 社長
名前 : 清松 芳夫

NEXT ERA LEADER'S

search Keyword



Kiyomatsu Steel Structure Co., Ltd. representative director Yoshio Kiyomatsu



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LEADER'S VOICE words to inspire



Innovation is driven by more than groundbreaking business models and creative products. It is driven by people with passion. Next Era Leaders features executives who boldly challenge themselves in a world without limits.

KIYOMATSU STEEL STRUCTURE CO.,LTD CEO Yoshio Kiyomatsu



archive User's Guide Inquiry MAGAZINE

Kiyomatsu Steel Structure is well known for its morning assembly. The morning assembly is open to the public once a month and draws a large audience which often outnumbers the company's staff members. The morning assembly includes three routines. The first routine is referred to as "ei janai ka (it's okay)." A staff member presents a mistake he/she

Having placed himself in the world of financial engineering, Jeff Bezos focused on the rapidly growing internet and established Amazon.com in 1994. As everyone knows, the products they first dealt in were books. However, an online book store was not Bezos' final goal. The concept he had since before creating it was to create an "everything store" that sells all kinds of products on a website. The reason he decided



Amazon.com, Inc. Chairman of the Board and President CEO Jeff Bezos

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The New York Times

Kiyomatsu Steel Structure Co., Ltd. representative director Yoshio Kiyomatsu



Acceptance improves a company and its people. Real power shapes the future.

The forces that drive each individual to work hard may differ, but some should be common among us all. One of these things may be acceptance. With acceptance, Kiyomatsu Steel Structure Co., Ltd. increased its sales by 180% in three years. What factors lie behind the sales increase?

Name : Kiyomatsu Steel Structure Co., Ltd. Headquarters : 470, Onagai, Usa City, Oita Prefecture Founded : 1987 Type of business : Steel Structure Fabricator url : https://www.nettimes.com/persons.php/yoshio_kiyomatsu

Kiyomatsu Steel Structure is well known for its morning assembly. The morning assembly is open to the public once a month and draws a large audience which often outnumbers the company's staff members. The morning assembly includes three routines. The first routine is referred to as "ei janai ka (it's okay)." A staff member presents a mistake he/she made the day before and the rest of the attendees respond by saying "thank you." This expresses gratitude for sharing the mistake, based on the idea that making a mistake saves another staff member from making the same mistake. Yoshio Kiyomatsu, representative director, explains, "You cannot change if you are reproached. If you will be reproached, you try to come up with an excuse and convince yourself of that excuse. This keeps you from improving. In a sense, allowing such an excuse to be made indicates the manager's lack of ability. The only way to prevent excuses is to be accepting. You want to live up to the expectations of someone who accepts you. The second routine is to say "i i ne (good)." Every day, a staff member is appointed to find the good points of a specific coworker. The staff member shares this "i i ne" the following day. In response, coworkers respond together with "i i ne." This makes both the person being praised and those doing the praising feel very good. When you are appointed to identify a coworker's "i i ne," you try to find the good points of that specific coworker, so you naturally try to learn more about the individual. What's more, you have no choice but to like the individual because it is hard to find the good points of a person you do not like. This routine has improved relationships among staff members. The third routine is high fiving. Ten minutes before the start of a morning assembly, Kiyomatsu stands at the venue with a smile on his face and welcomes staff members and guests with high fives. The high five is the easiest way to make physical contact. So you don't hesitate to do it. For this reason, the high five is very effective in bringing people closer together. The three routines have one thing in common. That is acceptance.



The company's morning assembly took its current form three years ago. "Before that, the morning assembly was as tedious as those of many other companies." Kiyomatsu's awareness was changed when the company's building was rebuilt and its production system was reorganized. He became motivated to make the company deserve the great building. Kiyomatsu read a large number of books in search for clues and realized one thing that every successful person emphasized, the wonderfulness of acceptance. The realization prompted him to make a company that can be supported by acceptance alone. At the same time, he realized that his company's performance was stagnant because he had blindly assumed that the company couldn't do better.

"Before that, I reproached my subordinates for poorly fulfilling their duties. I tried to lead the company by tyrannically acting like a boss. But this discourages staff from being proud of their work and from developing an attachment to the company. Naturally, neither the staff nor the company improved. So, we switched to servant leadership based on the idea that supporting and accepting what the staff members want to do would be a more effective way to improve the company," Kiyomatsu recalls. He began to change the company's practices, starting from its morning assembly. The staff's awareness changed drastically. Before that, the staff were not willing to do more than what they were told by Kiyomatsu and other superiors. The change of practices prompted them to spontaneously think and take action. Furthermore, they spontaneously began to help others whenever they could. As a result, sales of the company increased 180% in three years. "Increase our sales to 3.5 billion yen and have a company trip to Hawaii." "Now, people in the company can talk about dreams like this.

From here onward, the company will increasingly need real power, Kiyomatsu says. We asked him why, and his answer was, "the AI revolution." For example, the pinnacle of professions in science is a physician. A physician's job involves diagnosing symptoms, and AI is also good at that. In the days ahead, AI physicians may be produced on a mass scale. The same holds true for attorneys, the pinnacle of liberal arts professions. The severity of a crime may depend on the skills of an attorney. Considering this, leaving decisions on severity of a crime to AI should better ensure impartiality since AI would be capable of, better than human beings, make correct judgments based on applicable laws and past cases. All judicial judgments may be left to AI at some point not far in the future. Is it a wasteful effort to study hard in pursuit of future success? "No," Kiyomatsu states strongly.

"Trying hard is not wasteful. Having said that, not every effort will pay off. This is because "pay" in this context has a lot to do with being highly regarded by others. From here on, you must be capable of independently adding value to your efforts. This requires "real power." Dedicate all your strengths toward what you want to do and try hard. Stay true to your beliefs no matter what other people, your parents or family say. Identify what you really need and fulfill it. As a consequence, you will acquire real power." All jobs that can be done with information or knowledge may be left to AI. Instead, human beings will very shortly become capable of taking on more creative challenges by leveraging real power. Accept each other's real power, and we will have a better future.

Kiyomatsu Steel Structure Co., Ltd. representative director Yoshio Kiyomatsu



NEXT ERA LEADER'S

清松総合鐵工株式会社 代表取締役 清松芳夫

■タイトル

「承認」が社員と会社を成長させ、「本物の力」が未来をつくる

■リード

仕事を頑張るための原動力は人によって異なるだろうが、共通するものもあるはずだ。そのひとつは「承認」ではないだろうか。清松総合鐵工株式会社は、この「承認」によって売上高を3年で180%UPさせた会社。その背景には何があるのだろうか。

■本文

清松総合鐵工の名物は朝礼だ。月に一度の公開朝礼には多くの見学者数が訪れ、その数が社員数を超えることも少なくない。この朝礼で行なわれているのが3つの運動。1つ目が「ええじゃないか運動」。社員が昨日の失敗を発表し、それに対して全員で「ありがとう！」と言う。「君が失敗してくれたから、自分は失敗しなくて済む、失敗をシェアしてくれてありがとう」という意味だ。代表取締役の清松芳夫は語る。「人は怒られているうちは変わらない。怒られたら言い訳を考え、その言い訳で自分を納得させてしまうから、それ以上成長しないんです。だから、ある意味言い訳をさせた時点で経営者の負け。言い訳をさせないためには認めるしかない。人は認めてくれる人の期待に応えようとしますよね」 2つ目は「いいね運動」。明日はこの人がこの人の「いいね」を探すと担当を決める当番制だ。翌日発表された「いいね」に対して、社員みんなで「いいね」と声を揃え、言った人も言われた人も感動できる。なお「いいね」を探す担当になった人は相手の良いところを探そうとするので、自ずその人のことを知ろうとする。しかも嫌いな人の良いところを探すのは困難であるため、その人を好きにならざるを得ない。社員同士の関係性がより良好になった。3つ目が「ハイタッチ運動」。朝礼開始10分前から会場に清松が笑顔で立ち、集まって来た社員やゲストをハイタッチで迎える。ハイタッチは1番ハードルの低いスキンシップ。だから抵抗なく行える。よって、人と人の距離を縮めるのには抜群の効果を発揮する。そしてこれら3つの運動の共通点こそが「承認」なのだ。

同社が現在の朝礼の形を取り出したのは3年前から。それ以前の朝礼はどこにでもある単調なものだった。しかしその少し前に社屋を建て直し、生産体制を整えたことが清松の意識を変えた。「この立派な社屋にふさわしい会社になりたい」と思うようになったのだ。何かヒントはないかと本を読み漁った清松は、成功者が必ず説くのが「承認」の素晴らしさだと気づいた。そこで掲げたのが「承認だけで成り立つ会社」。同時に業績が思うように上がらないのは、自分が「できない」と決めつけていたからだということにも気づいた。「それ以前の私は、できない社員を叱り飛ばしてポスティブリーダーシップで会社を引っ張ろうとしていました。けれどそれでは、社員が自分の仕事に誇りを持ってないし、会社に対しての愛着が持てませんよね。当然社員も会社も成長しない。だったら社員がやりたいことを応援し承認した方が会社は伸びると思い、サーバントリーダーシップに切り替えたい」と清松は振り返る。朝礼から会社のあり方を変えてみたところ、社員の意識が劇的に変わった。それまで清松や上司に指示されたことをやるだけだった社員たちが、主体的に考えて行動するようになったのだ。しかも自分の手が空いたら周りの人を自然と助けるようになった。結果、3年で売上高が180%UP。「売上を35億円にして、みんなでハワイに行こう」と夢を語れる会社になったのだ。

そして今、清松は「これから求められるのは“本物のチカラ”」だと言う。その根拠を問うと「AI革命」と答えが返ってきた。例えば理系のトップは医師だ。だが医師の仕事である症状の「判断」はAIの特技。いずれAI医師が量産される時代が来るかもしれない。文系のトップと言える弁護士にも同じことが言える。依頼した弁護士によって罪の重さが変わる可能性がある現状を考えると、法律や過去の症例から適切に判断し罪の重さなどはAIに任せられた方が公平性を期待できるだろう。全ての司法をAIに任せる未来もそう遠くはないのかもしれない。では、将来の成功を目指して一生懸命勉強することはムダな努力なのだろうか。「それは違う」と清松は力強く否定する。「努力はムダではありません。ただ、努力が報われるか？というそれも否です。なぜなら、報われるという言葉には他者からの評価という意味合いが大きいです。これからの私たちは、自分の努力に対して自分で価値を与えられるようにならなくてははいけません。そこで求められるのが“本物のチカラ”。自分がやりたいことに対して全勢力を傾け努力をする。世間や親、家族に何を言われようと信念を曲げずに、自分に何が必要かを判断しやり切る。その結果身につけられるのが本物のチカラです」情報や知識さえあればできる仕事はAIに任せればいい。その分、我々人間は本物のチカラでより創造的なチャレンジができる時代がすぐそこまで来ている。お互いの“本物のチカラ”を承認し合えば、きっと未来はより良いものになっていくだろう。