

# 道をひらく

AI時代の「迷える社会人」に贈る、松下幸之助 不滅の哲学







# 正解なき時代、あなたはどこへ向かいますか？

We live in an age of accelerated technological change, where AI permeates every corner of our lives. While convenient, this has led to more “questions without right answers” and a growing sense of uncertainty.

「自分はどこへ向かえばいいのか？」

「このままのキャリアでいいのか？」





# 隣の芝生が、 自分の道を曇らせる。

SNS floods our feeds with the curated successes of others, making our own path seem inadequate. We stop, compare, and question our choices.

松下幸之助は断言します。「他人の道に心を奪われ、  
思案にくれて立ちすくんでいても、道は少しもひらけない」



# その答えは、半世紀以上読み継がれてきた名著にあった。



This presentation draws from 『道をひらく』, a masterpiece first published in Showa 43 (1968) by the "God of Management," Konosuke Matsushita. It's not mere spiritualism; it contains the unshakable essence of "how to live" and "the secrets of work."



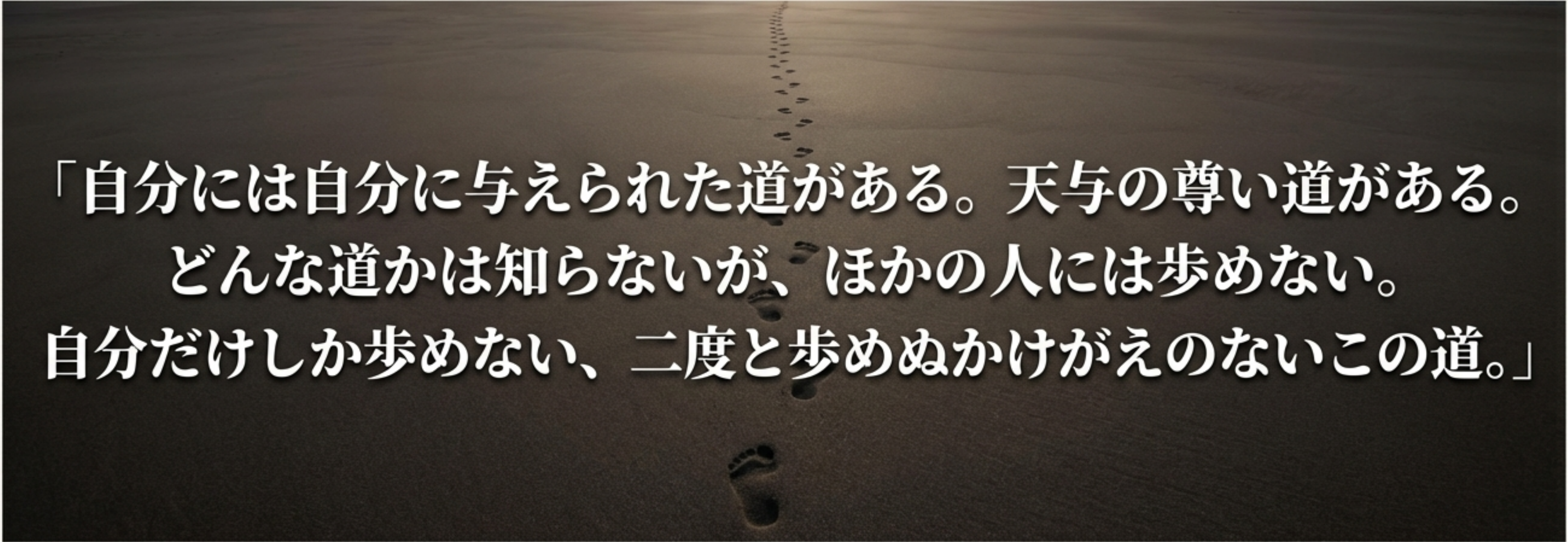
Name: 松下幸之助 (Konosuke Matsushita)

Key Facts: Founder of Matsushita Electric (now Panasonic). Known as the "経営の神様" (God of Management). Established the PHP Institute in 1946.



# 道は、誰かが用意するものではない。歩いた後に、できるもの。

The most crucial lesson is about your own path. It's not something you find;  
it's something you create by the very act of walking.



「自分には自分に与えられた道がある。天与の尊い道がある。  
どんな道かは知らないが、ほかの人には歩めない。  
自分だけしか歩めない、二度と歩めぬかけがえのないこの道。」

When you wonder, 'Is this the right path?', the answer is to commit.  
As Matsushita advises, 「**所詮はこの道しかないのではないかと腹をくく**ること。





## 素直な心 | The Unfettered Mind

### 最強のOS「素直な心」をインストールせよ。

This is not about being obedient. It is the strength to see things as they truly are (物事のありのままの姿), free from personal greed, emotion, or prejudice. It's the resilient mental state that allows you to accept both adversity (逆境) and prosperity (順境) as valuable experiences to learn from.

#### 逆境 (Adversity)

A “noble ordeal” that strengthens you.

#### 順境 (Prosperity)

An opportunity for further growth, not a time for arrogance.





## 晴れの日の傘 | The Umbrella on a Sunny Day

**好調な時こそ、次の雨に備えよ。**

“When it rains, you open an umbrella.” This is simple logic.

Yet, we often fail to apply it.

You get wet in the rain because you were careless when the sun was shining.

The greatest danger lies in complacency during good times.

**「平時の備え」 (preparedness in times of peace)**

is what separates the first-rate from the second-rate.





## 知恵の汗 | The Sweat of Wisdom

**「額の汗」だけで満足するな。「知恵の汗」を流せ。**

Matsushita taught that while working an hour longer than others is admirable, achieving more by working an hour less is equally admirable. We work know. We must evolve from “walking the Tokaido road on foot” to finding smarter ways. It means using tools, AI, and new systems to achieve great results with less toil.

**「楽々と働き、すばらしい成果をあげるための工夫」こそが、  
社会と自分自身の価値を高める。**





## 決断と命令 | Decision & Command

**リーダーの責任とは「迷いながらも、決めること」。**

When people are following you, standing still is not an option.

A leader's hesitation creates organizational hesitation. It is your responsibility to make the best decision possible at the time, even without absolute certainty.

**To move people, an order must be rooted in understanding (納得).**

1. **まず聞く:** Listen to their side.
2. **問いかける:** Ask questions.
3. **理非を説く:** Discuss until you reach a mutual understanding.
4. **命を下す:** Give the directive.

This transforms “work they are forced to do” into “work that has become their own wisdom.”





## 敵は師なり | The Enemy is the Teacher

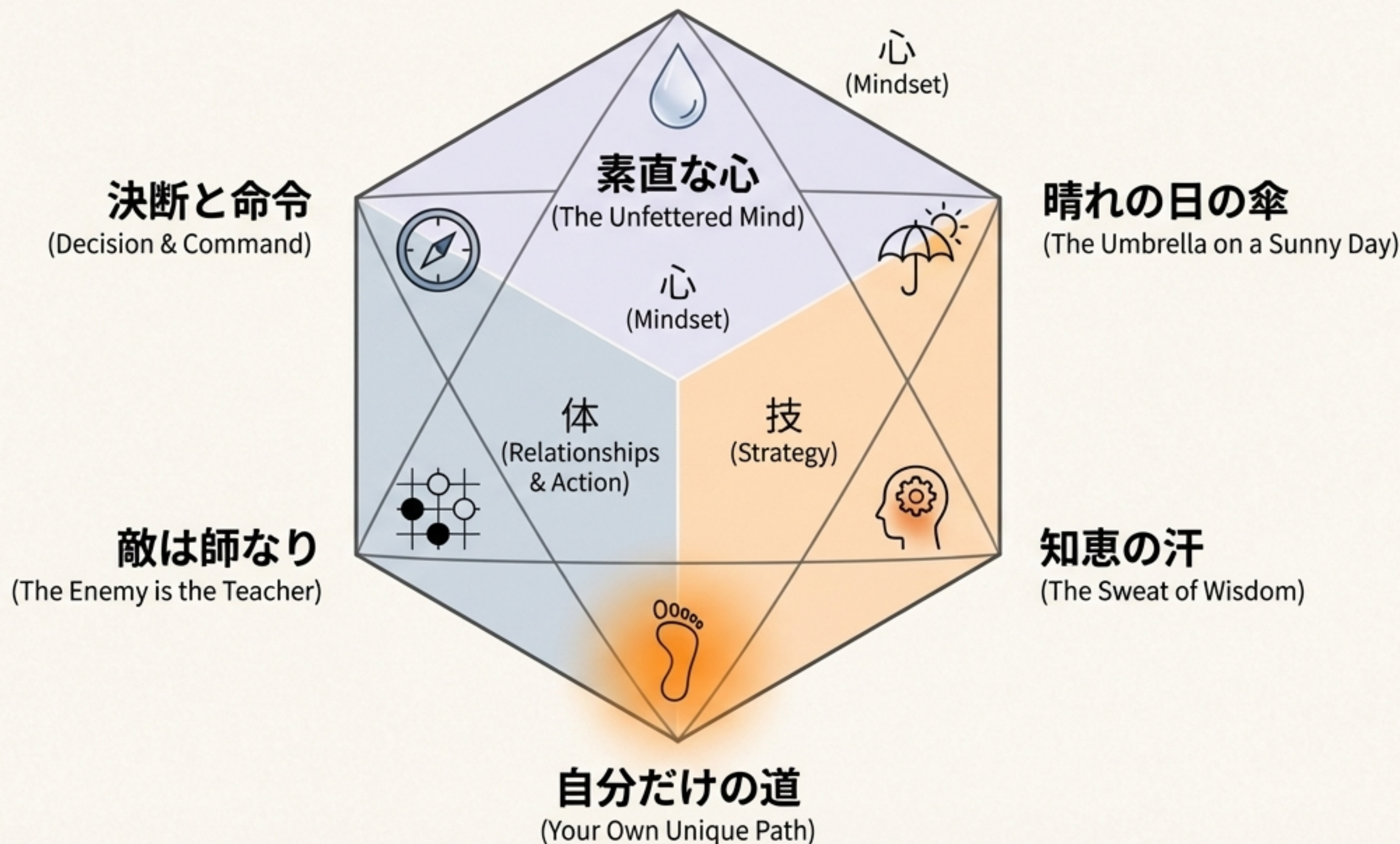
# 汝の敵を、最高の師とせよ。

Competitors and difficult colleagues often feel like "enemies." However, they are the very reason we sharpen our skills and push ourselves to improve. The rival who launches a new feature forces us to innovate. The difficult boss pushes us to produce flawless work.

Matsushita says, 「自分が考えているようだけれど、実は相手に教えられているのである」.  
With this mindset, everything in the universe—trees, clouds, a junior colleague's comment—becomes a source of learning. 「学ぶ心さえあれば、万物がわが師となる。」



# 松下幸之助が示す、道をひらく6つの羅針盤





# 効率より、泥臭い「足跡」を。

We live in a world where AI gives us answers in seconds and review sites tell us the “correct” choice.

We have endless information to avoid failure.

But Matsushita asks, across time:

「それで、君自身の足は動いているのか？」

A life of efficient choices may be smart. But it is the “footprints” left behind from struggling, hitting walls, and walking through the rain that become your unique path.



道をひらくのは、  
他の誰でもない。  
あなた自身です。



Presented by PHOENIX愛知



Based on the work 『道をひらく』 by Konosuke Matsushita.