ACKNOWLEDGMENTS

Many people have contributed to this book and I sincerely appreciate the help, kindness, and advice offered by so many on both sides of the Pacific. This work would not have been possible without extensive cooperation from many people in Japan. I would like to offer special thanks to Harada Yōzō, Iribe Shōji, Kamehara Yoshiaki, Katō Toshio, Kōno Kazuo, Kubota Takeshi, Kurumi Yoshiaki, Matsui Susumu, Matsuo Kamachi, Michiyama Fusahito, Nishimura Yasunori, Ogawa Keizō, Sanada Noriaki, Sugita Tomoji, Uchiyama Tashirō, Watanabe Akinori, Yamada Shin, and Yamamoto Kikue, all of whom helped me gain a basic understanding of work and workers in Japan.

For their advice and kindness while I was in Japan, I thank Yamamoto Kiyoshi, Totsuka Hideo, Hyōdō Tsutomu, Hirai Yōichi, Matsuzaki Tadashi, Kamii Yoshihiko, Kumazawa Makoto, Hirota Osamu, Watanabe Ben, and Kenmochi Kazumi. Without their support this work would not have reached fruition. My gratitude also goes to the Wada family, Nina Raj, the Naniwa family, and Neil and Ayako Burton, who provided sustenance and encouragement while I was in Japan.

On this side of the Pacific, my appreciation to Colin Gordon and David Edgington for their close reading of the manuscript. Thanks also to T. G. McGee, Joe Moore, E. Patricia Tsurumi, and Donald Burton for their support and inspiration. A deep bow to Professor William D. Wray, whose patience, attention to detail, and knowledge of Japan's economic history kept me on track. And particular thanks to Steve Babson and Andrew Gordon, whose criticisms were both constructive and motivating. My thanks to Dick Woodworth and Jean Valino, who through example both taught and inspired me, and to Sid Shniad, whose company on the racquetball courts over these many years was as helpful as his enthusiasm for the manuscript.

xiv Acknowledgments

My appreciation to Fran Benson, Elizabeth Holmes, and Barbara Salazar of Cornell University Press, who, during a challenging period of amalgamating the ILR and Cornell University presses, skillfully shepherded this book to completion. John LeRoy's meticulous editing of the manuscript was concise and creative—thank you. I am also indebted to Gillian Boyd, who helped reproduce the book's figures. My thanks to *Fortune* magazine for permission to reproduce in Table 1 its assessment of the lean-mass production distinctions, and to St. Martin's Press and Routledge for permission to reproduce in Figures 5 and 6 comparative levels of bargaining from Ron Bean's *Comparative Industrial Relations*.

Fellowship support from the University of British Columbia and the Social Sciences and Humanities Research Council of Canada was instrumental in allowing me to pursue the research that formed the basis for this book.

Finally, I thank my family—my parents, Gwen and Bernie Price, my partner, Margaret McGregor, my children, Tom and Mae, and Maurice McGregor and Margot Becklake for their support throughout this endeavor.

J. P.