

Change for Happiness and Hope in Japan: Practice toward the Post GDP-driven Society

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Outline

- Japan: where do we stand?
- Innovative practice
 - Practice ①: Minamata
From social division to social ties
 - Practice ②: Mukouyama Paint Co.
From profit-making entity to
happiness-generating company
- Implication

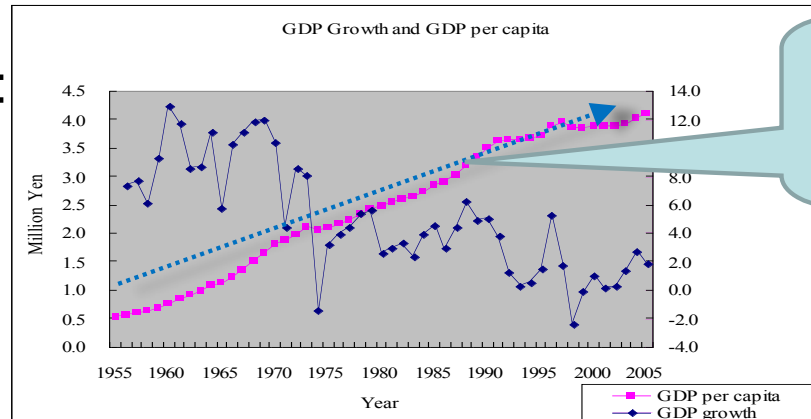
Where Japan stands in development?

- Japan: where do we stand now?
 - In 1868, Japan started modernization.
 - In 1945, Japan ended World War II and continued its pursuit of economic prosperity to achieve higher living standard, aiming at a developed country.

Where Japan stands in development?

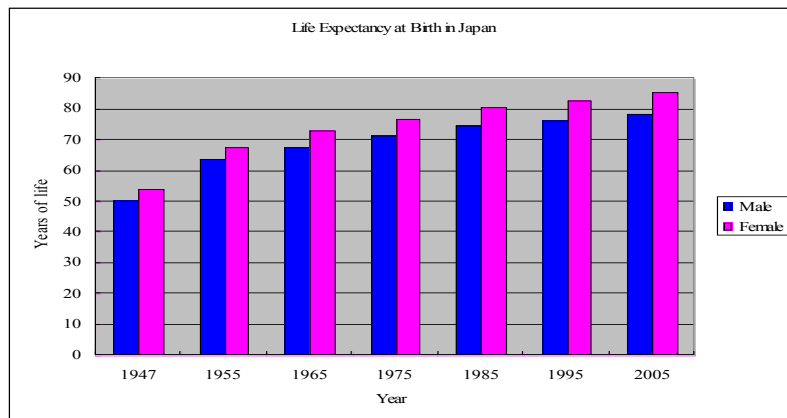
GDP measures tell us

ECONOMIC GROWTH:
Per Capita GDP

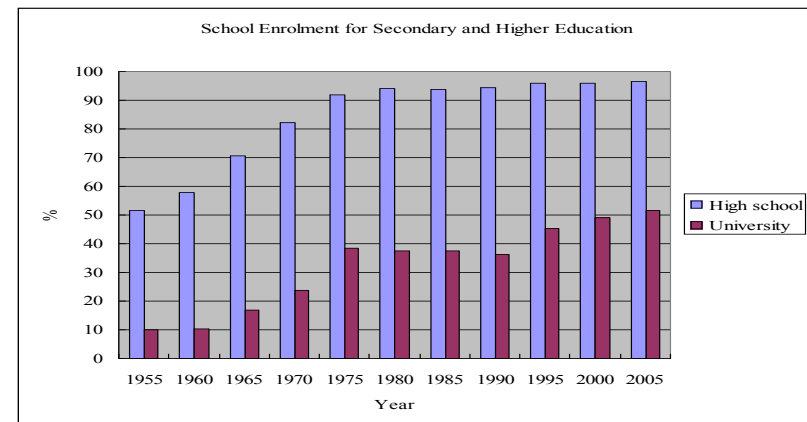


Increase in
per capita
GDP!

HEALTH: Life Expectancy

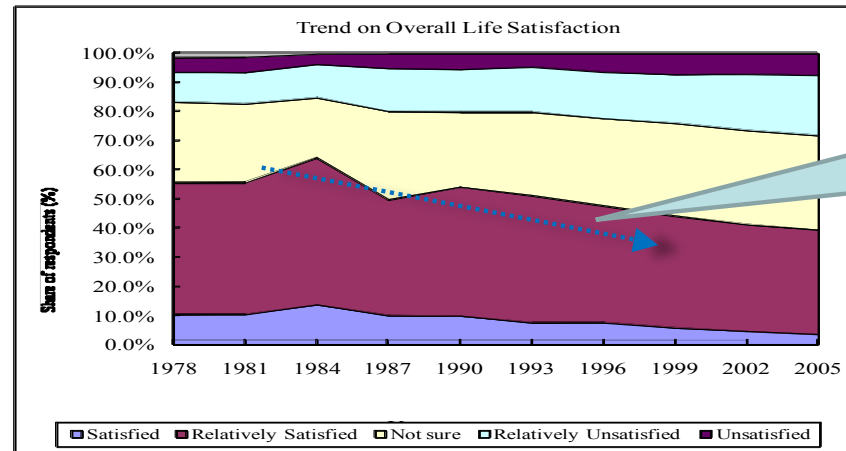


EDUCATION: Enrolment Rates



Where Japan stands in development?

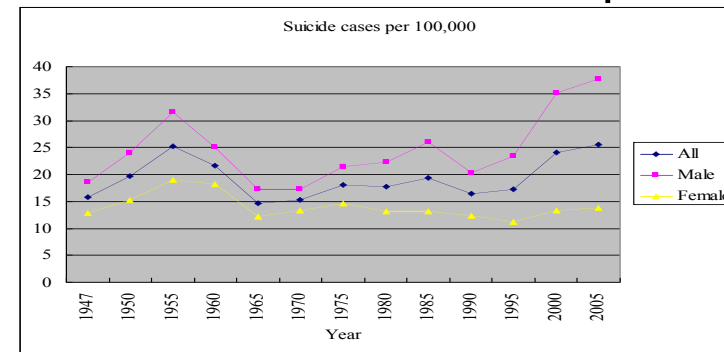
Life Satisfaction measures tell us



Declining life satisfaction!

- **Industrial pollution**
 - Air-pollution
 - Noise problems
 - Water-pollution
- **Environmental Degradation**
- Stress (commuting, less time with family, etc.)

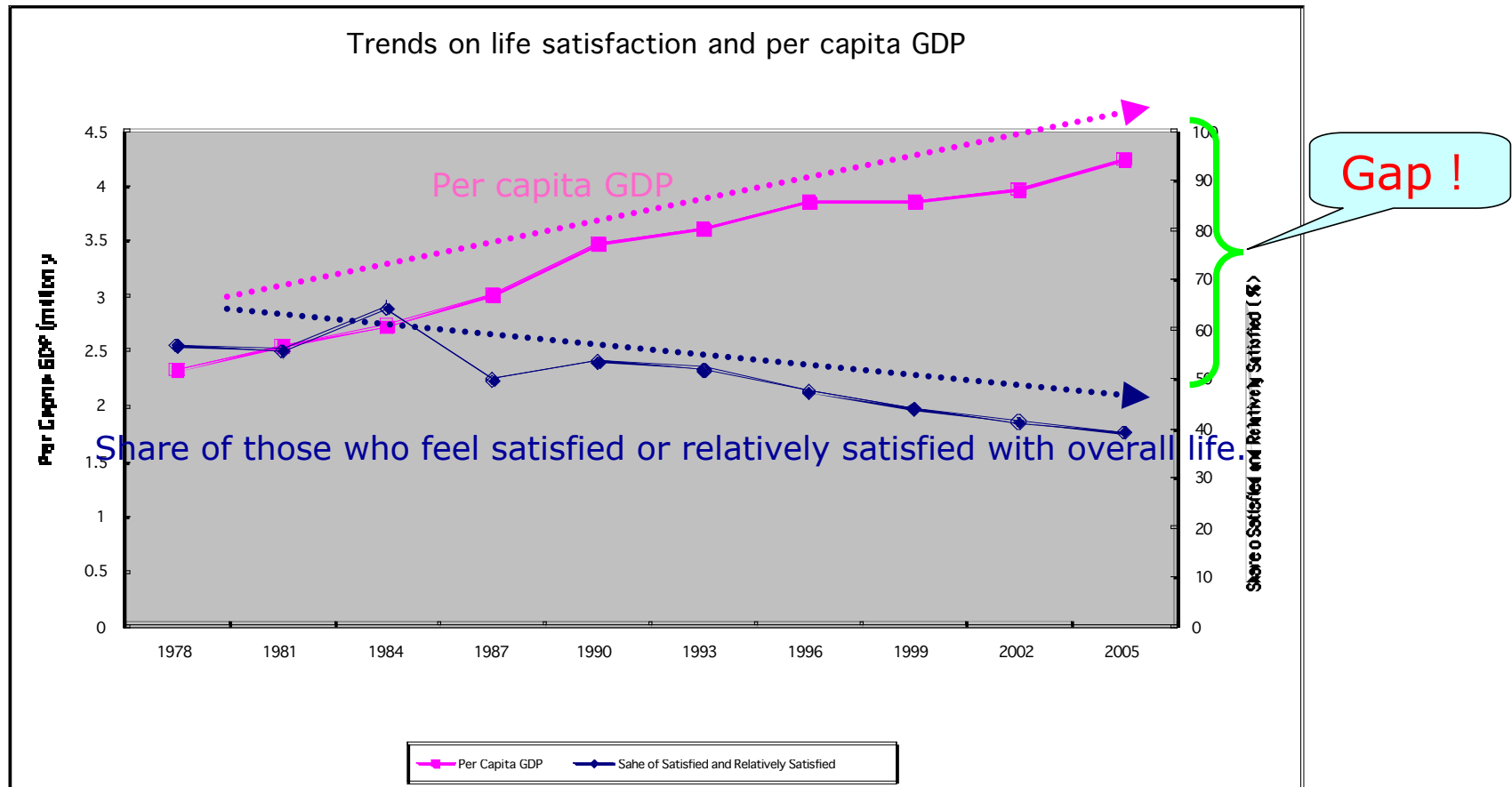
SUICIDE CASES: Sharp increase



Japan: UN-Happy path of development?

- GDP growth has long governed mind-sets of policy makers and corporate executives in Japan.
 - Assumption: INCOME determines people's well-being
 - However, **Happiness (Easterlin) Paradox** is found strong now.

Easterlin Paradox



Practice and Research in tandem

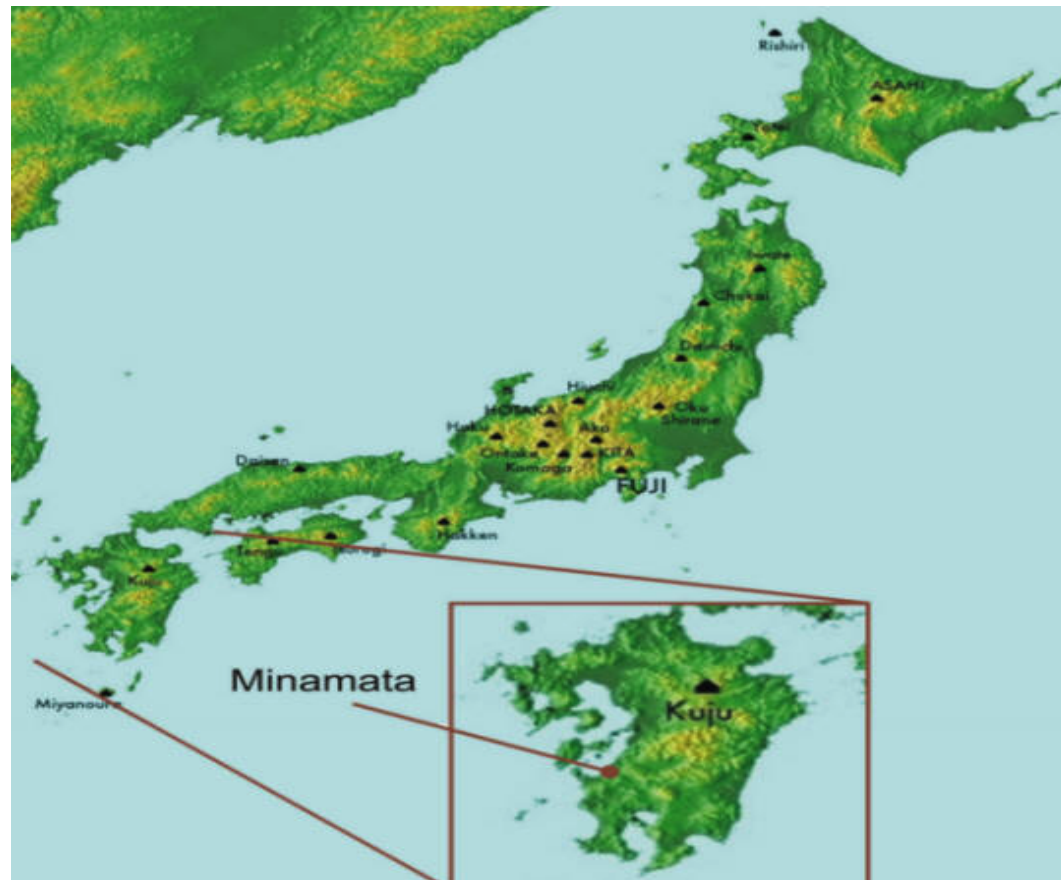
- Advancement in research on GNH or Well-being help us to identify effective means to tackle problems incurred by GDP-driven policies.
 - Now we know that “Income is not the same as well-being.”
 - Growing evidence on relationships among social capital, intrinsic motivation, environment and ecology, and GNH or WB. Key domains for GNH, sustainability, and well-beings, etc.
- Advancement in practice on GNH or Well-being help us to find a way to TRANSFORM our lifestyle so that we could realize GNH-based society faster.

Innovative Practice ①

MINAMATA: MOYAINAOSHI and JIMOTOGAKU

Turning around a community from despair to hope by good leadership and mending social relationships through dialogue, and by innovation of a unique and simple local revitalization method

Minamata



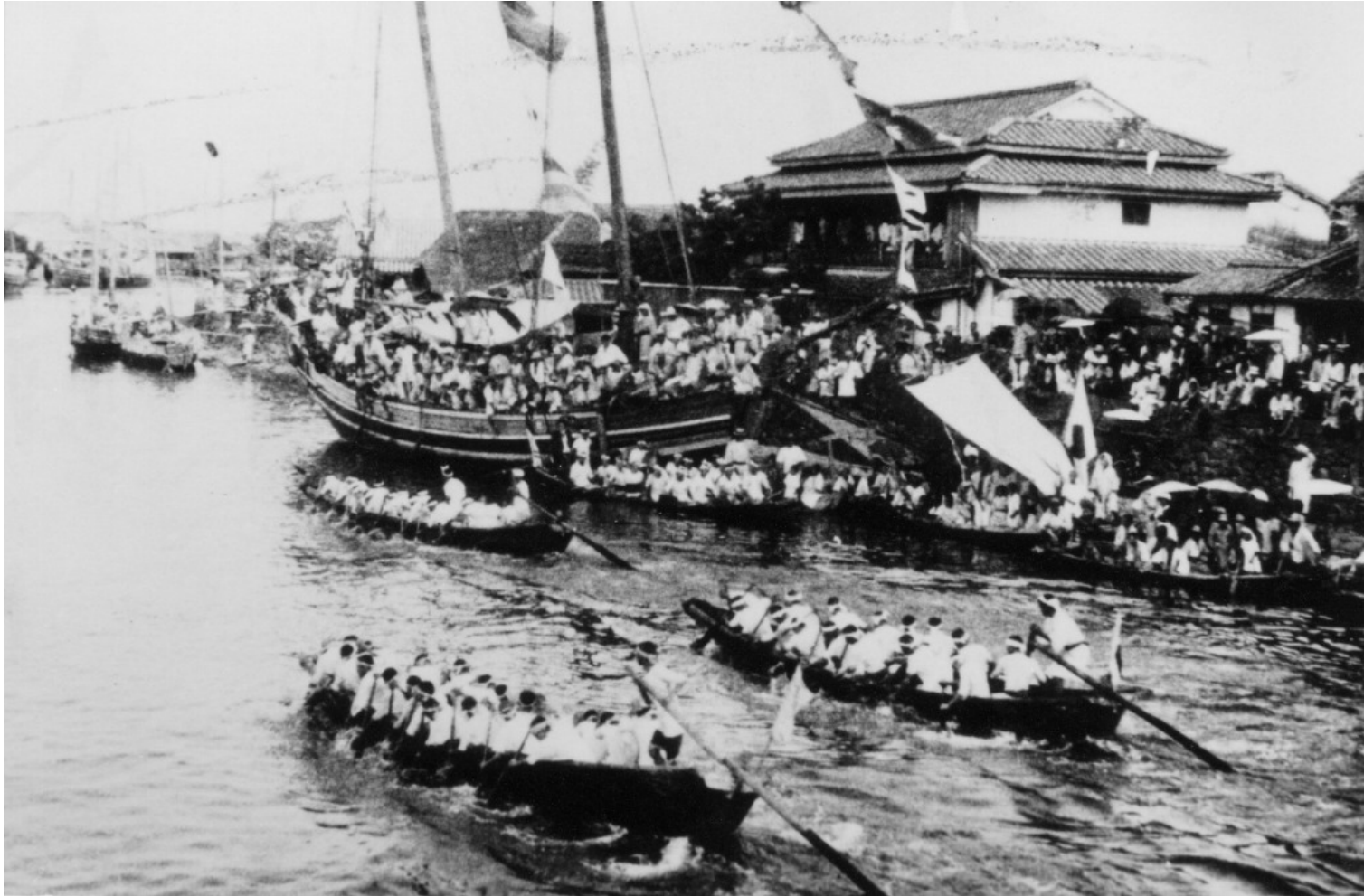
Old Days in Minamata



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Old Days in Minamata



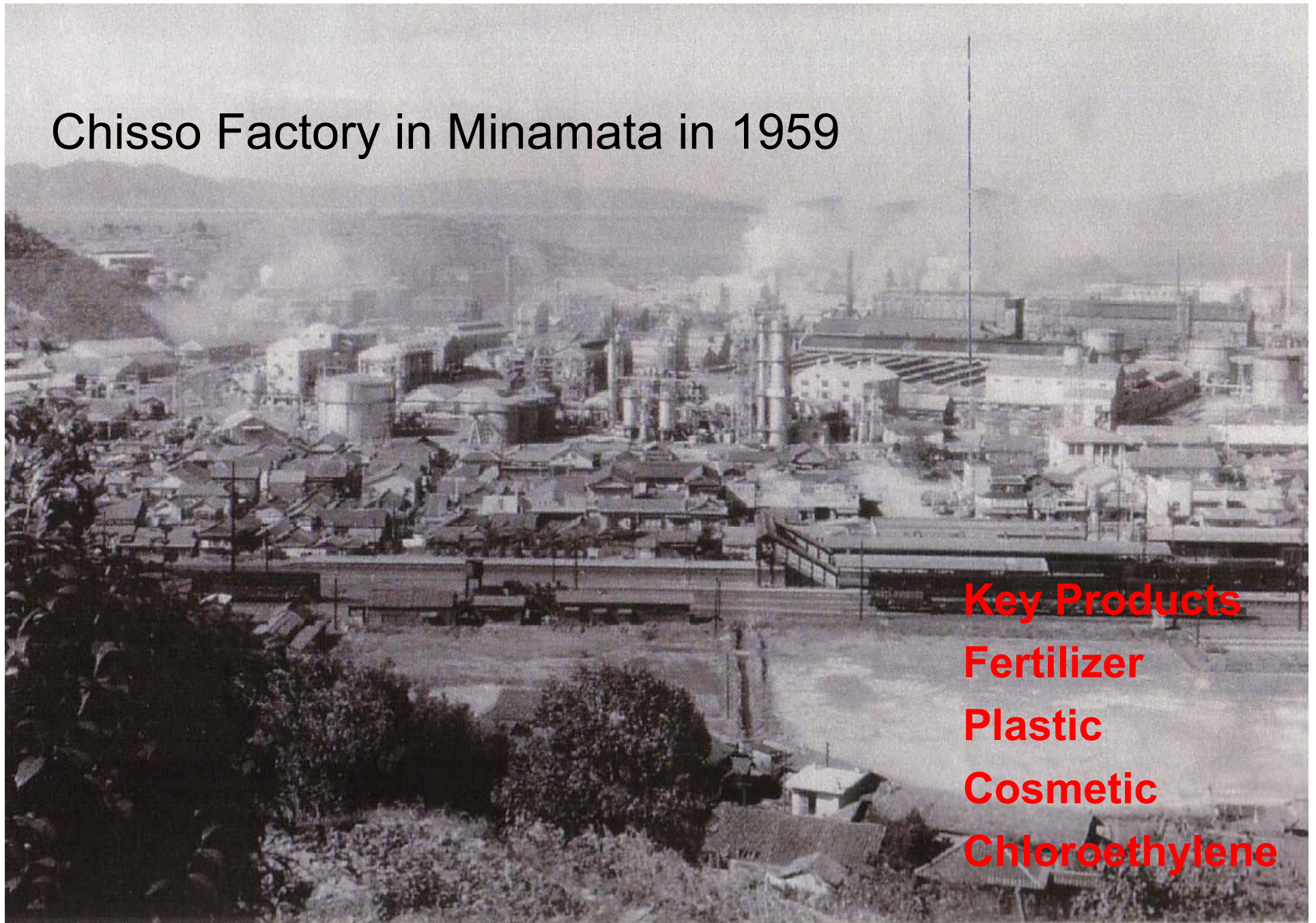
Old Days in Minamata



MINAMATA

- In the city of *Minamata, Kyushu*, **organic mercury poisoning** hit hard over people's well-being as well as community's well-being from the 1950s to the 1990s.
- However, in 2008, Minamata was chosen as one of the very first six **environmental model cities** by the central government in Japan.
- *Changed from city of despair to city of hope:*
 - Keys for this TRANSFORMATION: MOYAONAOSHI, MOTOGAKU

Chisso Factory in Minamata in 1959



Key Products
Fertilizer
Plastic
Cosmetic
Chloroethylene

KEY#1: MOYAINAOSHI

- Then-mayor, **Mr. YOSHII MASAZUMI**, who was motivated by his visit to Curitiba-city in 1992 to make Minamata known as a viable city rather than Minamata-disease city.
- His concept and action changed the way of the government **from top-down approach to bottom-up.**
- **Participation of government into the people's initiatives and actions as facilitator**
 - Prioritized rebuilding good social relationship and trust among patients-people, people-people, people-government in Minamata.

KEY#2: JIMOTOGAKU

- JIMOTOGAKU
 - a practical tool to revitalize once-dying communities with the loss of the youth migrating out for cities where modern jobs (or those hit hard by crisis or disaster) are available and standard living is very high.

Kagumeishi, Minamata

Very few visitors came to this village before Jimotogaku was introduced.

↑ 熊本市

↓ 鹿児島県



Local Curator of A WHOLE VILLAGE AS A LIVING MUSEUM



Curators guide visitors in the village.

Natural or cultural exhibits in the museum (village)

Kagumeishi



Local temple



Water Station



Storage house Bee Keeping Boxes



JIMOTOGAKU

Curator's Rule of Thumb: NEVER SAY
'there is nothing particular in this village.'

→ search for local resources by visitors' (outsider) lenses.

③ Report by Mapping



① Survey



② Analysis



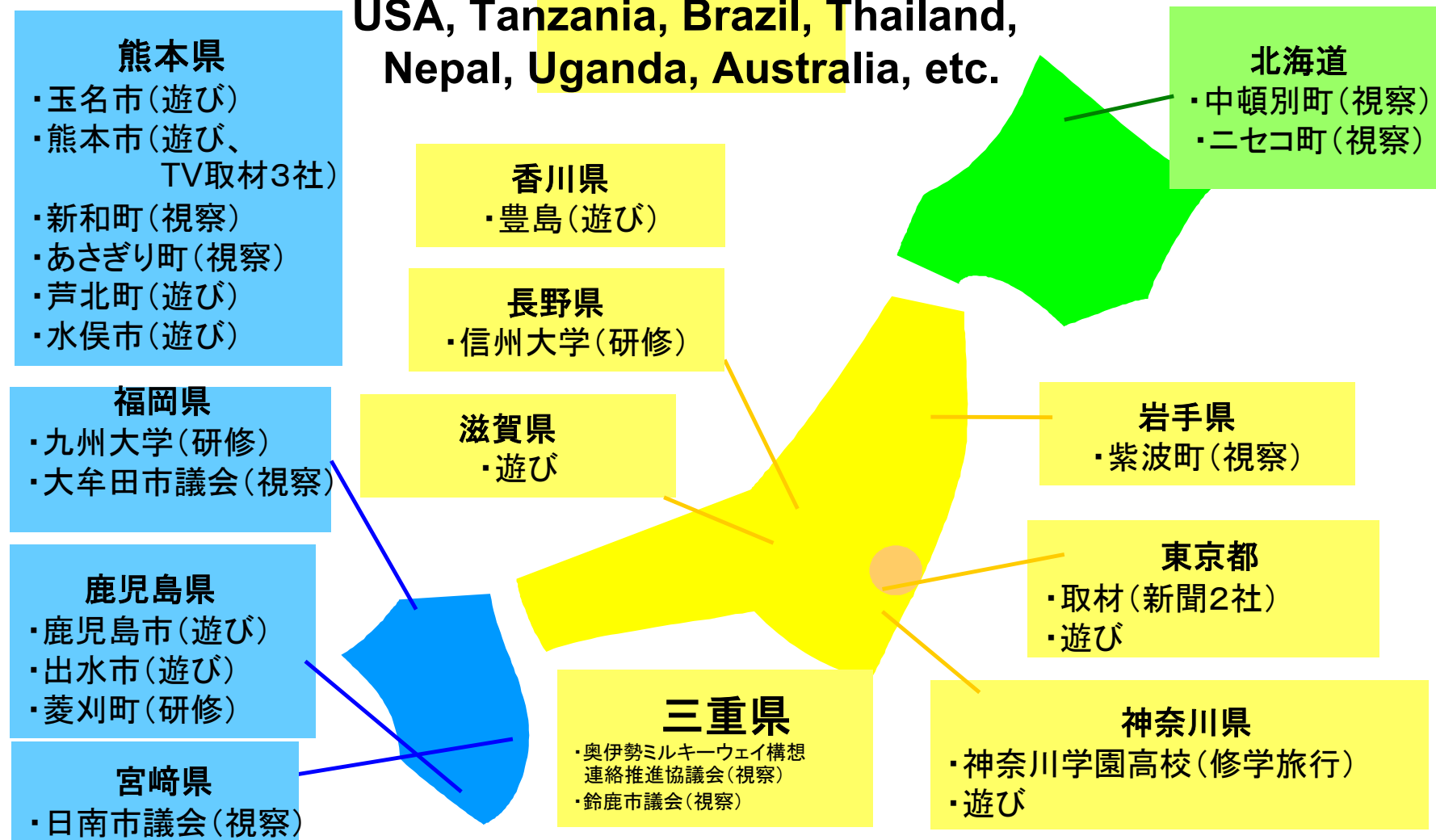
④ Mapping given to the curators

Local Impacts of Jimotogaku

- Local people discover local resources and develop new social ties among them.
- Local people develop new ties with those who visited the village.
- Local initiatives, economic, social, and environmental, have started in the village.
 - Love their own village and proud of being in the village
→ building up self-confidence and creative and positive mid-set to their own communities and lifestyle.

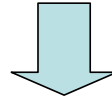
Visitors to this community: over 3,000 in 4 years

USA, Tanzania, Brazil, Thailand,
Nepal, Uganda, Australia, etc.

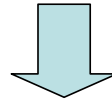


MINAMATA's path and goals

Vision: MOYAINAOSHI



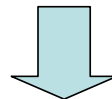
Plan: Environmental Model City



Action:

Dialog and people-initiated
development action.

JIMOTOGAKU, Environmental Meister, etc.



Ultimate goals: Maximizing SUSTAINABILITY, HAPPINESS, HOPE

Transformation in Minamata

Hatred
Fear
Collapse of community
Loss of confidence toward own lifestyle
Ill-being of people
Despair and Unhappiness



MOYAINAOSHI & JIMOTOGAKU

Communication
Trust
Revitalization of community
Social capital and empowerment
Well-being of people
Hope and Happiness

Innovative Practice ②

MUKOUYAMA PAINT Co.:

Transform corporate management from profits-maximization to staff's happiness maximization.

Operationalization of Gross Company Happiness (GCH)

GCH

- Mukouyama paint in Yamanashi prefecture, 120km west of Tokyo, has about twenty employees. Until the early 1990s, this company aimed at being listed in the stock market. Staff was given its targetted sales quota to grow the sales by 20% annually.
- However, staff did not want to stay in the company and the president faced with difficulty in staff management.
- Mr. Mukouyama read books and sought for advice to find a way to keep his staff staying longer and finally **he learned Bhutan's GNH concept, which led him to come his idea of GCH.**

GCH: Definition

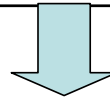
- Mr. Mukouyama has defined GCH as the ultimate goal of running his company is to maximize his employee's happiness and satisfaction through own work.

GCH: Operation and Impacts

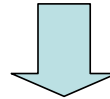
- To maximize employee's happiness, the sales volume was reduced, which decreased working hours and increased time for leisure, family and community.
- Interestingly, this company's quality of service have gone up since staff think of their service from the view of their clients.
- Staff enjoy their work and staff turnover have become zero.

Mukouyama Co.'s path and goals

Vision: Gross Company Happiness

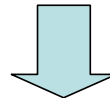


Plan: Employee work happily and stay the company for long time



Action:

Staff's ideas come to the engine of the management decision. Profits do not override non-profitable aspects of work and importance of belonging to the company



Ultimate goals: Maximizing SUSTAINABILITY, CONNECTIVITY, HAPPINESS

Transformation in Mukouyama

Profit Maximization
Sales target
Long working hours

Ill-being of staff



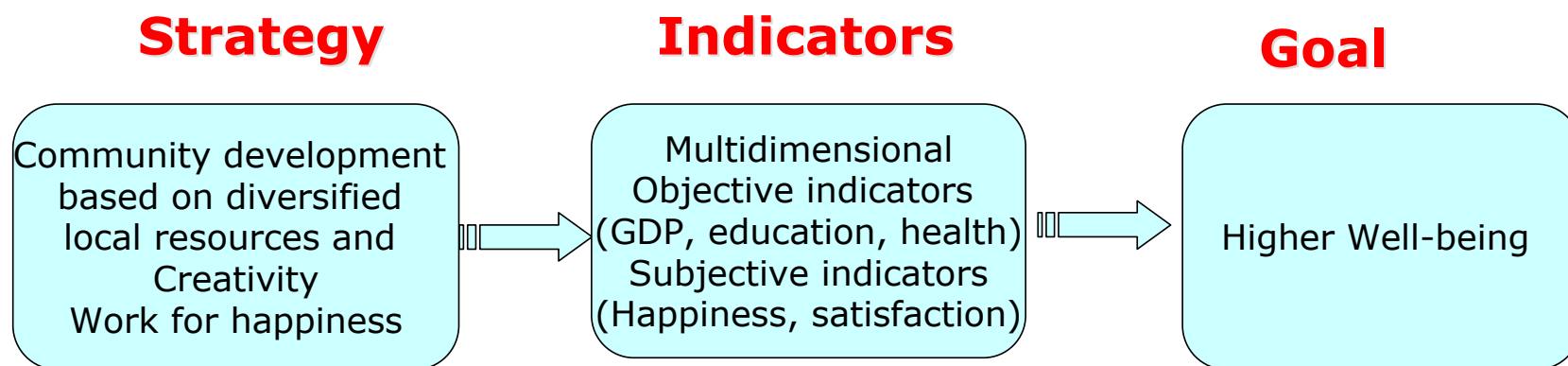
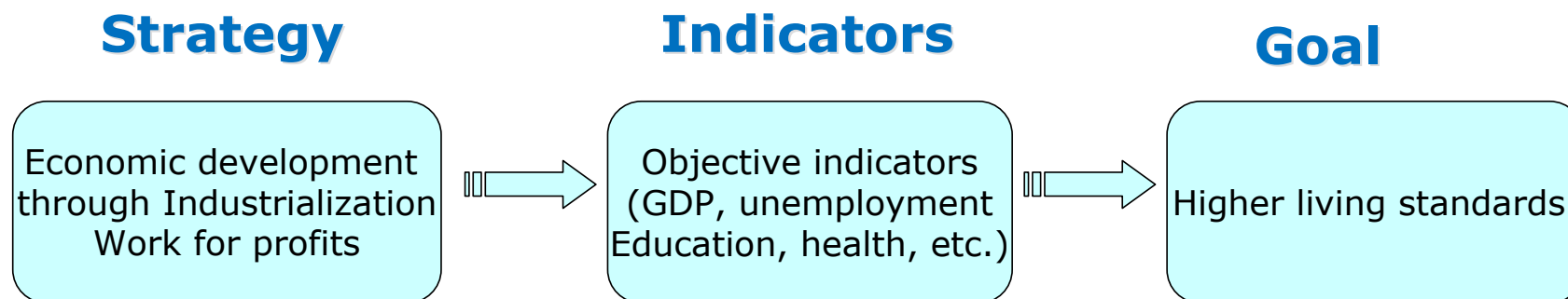
Gross Company Happiness

Less Profit
Less sales target (or even minus growth)
Shorter working days

Well-being of staff
Trust from people to the company

Change in Development Model

Conventional GDP-driven model



Post GDP-driven model

Two different types of actions in recap

	MINAMATA MOYAINAOSHI and JIMOTOGAKU	MUKOUYAMA Co. GCH
Initiative	Local government, Minamata disease patient, and local people	Manager and staff
Change	From Negative to Positive	From Profit-making to staff's engagement and Happiness
Key	Mending social relationship Dialogue and Interaction of ideas	Lasting relationship with employees Bottom-up approach
Outcome	Empowered communities and endogenous development	Staff's turnover rate comes to almost zero and intrinsic actions of the staff Local people now recognize this as a good company.

Assessment by GNH domains

	MINAMATA: MOYAINAOSHI	MINAMATA : JIMOTOGAKU	MUKOUYAMA: GCH
Psychological well-being	◎	◎	◎
Health			○
Use of Time		◎	◎
Community Vitality	◎	◎	◎
Education		○	
Culture	○	◎	
Environment	◎	◎	◎
Governance	◎	◎	◎
Standard of living		○	○

Assessment by GNH domains

	MINAMATA: MOYAINAOSHI	MINAMATA : JIMOTOGAKU	MUKOUYAMA: GCH
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Culture	○	◎	
Environment	◎	◎	◎
Governance	◎	◎	◎
Standard of living		○	○

Implication

- GNH domains and/or well-being domains can be used as to evaluate both type and quality of policies if it would improve GNH or well-being of people rather than simply relying on economic/financial benefits and costs analysis.
- Minamata and Mukouyama cases show that psychological well-being, community vitality, governance, and environment are found important factors for change.
- World-wide search for good practice on GNH or Well-being is needed.
- It is important to identify effective practice in the public sector and in the private sector.

Thank you for your attention!
Muito Obrigado!
どうもありがとうございました!

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