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

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Panel on GNH in Personal Life

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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

HEALTH: Life Expectancy

EDUCATION: Enrolment Rates

Increase in per capita GDP!
Where Japan stands in development?
Life Satisfaction measures tell us

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

SUICIDE CASES: Sharp increase

Declining life satisfaction!
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

Trends on life satisfaction and per capita GDP

Per capita GDP

Share of those who feel satisfied or relatively satisfied with overall life.

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

① Survey

② Analysis

③ Report by Mapping

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.

- 熊本県
  - 玉名市（遊び）
  - 熊本市（遊び、TV取材3社）
  - 新和町（視察）
  - あさぎり町（視察）
  - 芦北町（遊び）
  - 水俣市（遊び）

- 福岡県
  - 九州大学（研修）
  - 大牟田市議会（視察）

- 鹿児島県
  - 鹿児島市（遊び）
  - 出水市（遊び）
  - 菱刈町（研修）

- 宮崎県
  - 日南市議会（視察）

- 香川県
  - 豊島（遊び）

- 長野県
  - 信州大学（研修）

- 滋賀県
  - 遊び

- 北海道
  - 中頓別町（視察）
  - ニセコ町（視察）

- 岩手県
  - 紫波町（視察）

- 東京都
  - 取材（新聞2社）
  - 遊び

- 三重県
  - 奥伊勢ミルキー・ウェイ構想
  - 連絡推進協議会（視察）
  - 鈴鹿市議会（視察）

- 神奈川県
  - 神奈川学園高校（修学旅行）
  - 遊び
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

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

MOYAINAOSHI & JIMOTOGAKU
Innovative Practice ②

MUKOYAMA PAINT Co.:
Transform corporate management from profits-maximization to staff’s happiness maximization.

Operationalization of
Gross Company Happiness (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 stick 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 difficultly 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.
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.
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
Economic development through Industrialization

Strategy: Work for profits

Objective indicators (GDP, unemployment, Education, health, etc.)

Goal: Higher living standards

Change in Development Model

Conventional GDP-driven model

Strategy: Community development based on diversified local resources and Creativity

Indicators: Multidimensional Objective indicators (GDP, education, health)

Subjective indicators (Happiness, satisfaction)

Goal: Higher Well-being

Post GDP-driven model
## Two different types of actions in recap

<table>
<thead>
<tr>
<th></th>
<th>MINAMATA MOYAINAOSHI and JIMOTOGAKU</th>
<th>MUKOYAMA Co. GCH</th>
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<tbody>
<tr>
<td><strong>Initiative</strong></td>
<td>Local government, Minamata disease patient, and local people</td>
<td>Manager and staff</td>
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<tr>
<td><strong>Change</strong></td>
<td>From Negative to Positive</td>
<td>From Profit-making to staff’s engagement and Happiness</td>
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<td><strong>Key</strong></td>
<td>Mending social relationship</td>
<td>Lasting relationship with employees</td>
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<td>Dialogue and Interaction of ideas</td>
<td>Bottom-up approach</td>
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<td><strong>Outcome</strong></td>
<td>Empowered communities and</td>
<td>Staff’s turnover rate comes to almost</td>
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<td></td>
<td>endogenous development</td>
<td>zero and intrinsic actions of the staff</td>
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<td>Local people now recognize this as a good company.</td>
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## Assessment by GNH domains

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<td>Health</td>
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<td>Standard of living</td>
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[Image of the table]

**Notes:**
- □ indicates a positive assessment.
- □ indicates a negative assessment.

**Legend:**
- "Psychological well-being" assesses mental and emotional health.
- "Health" includes physical health.
- "Use of Time" examines how time is spent.
- "Community Vitality" looks at community engagement and relations.
- "Education" covers educational opportunities and outcomes.
- "Culture" considers cultural practices and heritage.
- "Environment" assesses environmental conditions.
- "Governance" evaluates government and administration.
- "Standard of living" measures overall quality of life.
### Assessment by GNH domains

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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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