

Report on Research Activities from the First Term (SY2015)

Part I: Research Sector

Establishment of the Ritsumeikan Inamori Philosophy Research Center:

The Ritsumeikan Inamori Philosophy Research Center was established at Osaka Ibaraki Campus (OIC).

On June 25, a press conference marking its establishment and a memorial lecture by Chairman Emeritus Dr. Kazuo INAMORI, titled "Why would management require an 'altruistic mind'?" took place. Participants: Approx. 800 people



Phase 1: Launch of study projects:

1. Research in the field of philosophy

Professor Nakajima (University of Tokyo), Professor Aoyama (Ritsumeikan University): Where does the Inamori Management Philosophy originate from? - Pursuit of the origins and the creation process of the Inamori Management Philosophy -

Purpose and background: Chairman Emeritus Dr. Kazuo INAMORI is a world-class entrepreneur who founded Kyocera and KDDI, while also reinvigorating JAL. His management philosophy extends beyond a simple framework of management to reach a level of thinking and living that is full of suggestions for human civilization. This study explores the origins and creation process of the Inamori Management Philosophy and clarifies the essence of the philosophy, while reconstituting modern culture in Japan, in addition to providing suggestions for the growth of Japanese society.

2. Research in the field of management

Associate Professor Choi (Ritsumeikan University), Professor Emeritus Dr. Ikujiro NONAKA and Adjunct Assistant Professor Hirose (both of Hitotsubashi University): Is Kyocera an equally fractionalized management organization?

Purpose and background: How far has the fractionalization of Kyocera as a management organization made progress with the Inamori Management Philosophy?

(1) How far has creation progressed regarding the "alter ego" targeted by Chairman Emeritus Dr. Kazuo INAMORI?

- To what extent has the Inamori Management Philosophy been empathized with, shared, and put into actual practice by Kyocera employees in their everyday work and ways of living?

(2) What is the mechanism that a management philosophy creates regarding a sense of integrity within an organization?

- Mechanism of the thinking process and pattern management on the level of "individuals" and "groups of multiple individuals"

(3) What is "Kyocera Knowledge Creation" (SECI model) and what is "Practical Wisdom" (Phronesis) management?

- Is the Inamori Management Philosophy present in the foundation of Kyocera employees' knowledge creation management abilities and corporate competitiveness?

3. Research in the field of education (Affiliate Professor Kanai and Affiliate Assistant Professor Taniguchi [both of Ritsumeikan University]): Research on the JAL reformed educational platform - An educational foundation that supported JAL employee awareness and behavioral reforms -

Purpose and background: The following points will be clarified regarding the process of JAL business reconstruction over a short period of time:

(1) Elucidation of changes in organizational behaviors at sites of JAL reforms through interviews with employees from five different departments and eight sites

(2) Situation of awareness reforms at a place of philosophy training where employees mutually learn the "JAL Philosophy" as a mindset and form a set of values or an attitude that JAL employees need to embody, as well as to establish such values or attitude as their own philosophy for action

(3) Mechanism and process where employees returning from training improve the motivation of site teams (Amoeba) and propose new operational improvements

⇒ Keywords of awareness reforms of JAL employees in the field that was elucidated by the SY2015 survey: **"Be the Center of the Vortex" and "Multi-layered JAL Philosophy Education"**

4. Research in the field of psychology (Professors Yamaura and Tatsuya SATO, Ritsumeikan University; Professor Kono, Tohoku University): What does the Inamori Management Philosophy draw out?

Purpose and background: What has the Inamori Management Philosophy brought about?

(1) **How was business reconstruction possible in a short period of time?**

- What actual changes in people does the Inamori Management Philosophy bring about?

(2) **What is the mechanism of a management philosophy that brings about people's actions?**

- About the process to reach "Followers' independent actions, collaborative actions, and development as 'Vision Creators'"

(3) **What was the extent of the productivity improvements brought about by the management philosophy?**

- Estimate of individual contributions by assuming production technologies using management philosophy, human capital, and fixed capital as explanatory variables
(Making a request to Seiwa-juku, as this estimation requires a large number of companies: Consultation required)

Hosting the Inamori Management Philosophy Study Meeting:

In order to host a study meeting on the basics of the Inamori Management Philosophy and to further improve the understanding of such, a study meeting where researchers discuss the "Twelve Management Principles" from their own academic viewpoints was held.

- (1) Theme on August 24: Why is the Inamori Management Philosophy necessary? - Using the JAL case as reference material -
- (2) Theme on January 10, 22, 23 and on February 10, 2016: Twelve Management Principles

Lecture meeting by Dr. Takuo DOME, Professor of the Graduate School of Economics, Osaka University:

On January 29, 2016, Dr. Takuo DOME (Professor, Dean of the Graduate School/School of Economics, Osaka University), held a lecture meeting on "Economics and Human Studies: Adam Smith's Multi-disciplinary Knowledge." During his lecture, Dr. Dome showed that economics could be incorporated into multi-disciplinary knowledge based on human studies by exemplifying Adam Smith.

Dialog between Chairman Emeritus Dr. Kazuo INAMORI and Professor Emeritus Dr. Ikujiro NONAKA:

On December 4, dialog took place between Chairman Emeritus Dr. Kazuo INAMORI and Professor Emeritus Dr. Ikujiro NONAKA, titled "What is needed for capitalism in the 21st century: Organizational management and leadership in the 21st century, as seen through the Inamori Management Philosophy and through knowledge-creating management." The content of the dialog was published in the 2016 New Year Special Issue of *DIAMOND WEEKLY*.

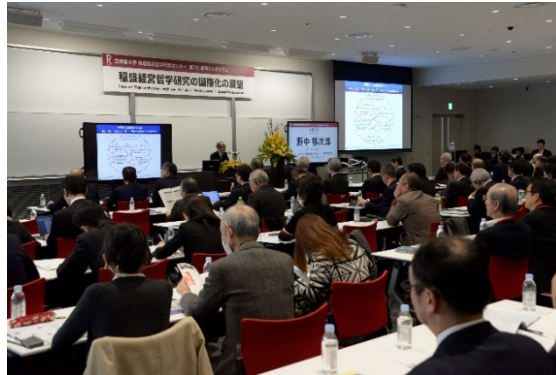


Hosting the First International Symposium:

The 1st International Symposium of the Ritsumeikan Inamori Philosophy Research Center, titled "Inamori Philosophy Research and Its Future Development in Global Perspective," was held at 10 a.m. on March 4, 2016 at the OIC. On this day, following greetings by Chairman Emeritus Dr. Kazuo INAMORI, Dr. Ikujiro NONAKA, Professor Emeritus of Hitotsubashi University, gave a keynote lecture, titled "Toward making the Inamori Management Philosophy universally applicable: Leadership of wisdom." Afterward, progress reports on four separate projects were presented.

In the afternoon session, lectures were given on "Doing the right thing as a human being, and practice this idea fairly," by Professor John Wilson of Newcastle University, U.K., "Business philosophy and strategic management: Asian and global perspectives" by Dr. Sea-Jin CHANG, Professor of the National University of Singapore, and finally "Reflections on the leadership philosophy of Dr. Kazuo Inamori" by Dr. Shannon French, Professor of Case Western Reserve University, U.S.

A total of 180 participants, including researchers, businesspersons, and the general public, were in attendance.



Part II: Practical Education Research Sector

Motivation (developing motivation for studies and leadership):

1) Preparing "Resilience class learning of Dr. Kazuo INAMORI as a youth"

- Prepared a teaching plan about Dr. Kazuo INAMORI on "resilience" that has attracted attention at universities and companies; as a youth, Dr. Kazuo INAMORI achieved great success by overcoming adverse conditions; while conducting surveys on the teaching methods of Japanese and ethics classes, in addition to resilience (psychology), held pilot classes at Ritsumeikan Junior High School and Konan Women's University
- Supported by Dr. Kazuo INAMORI, Kyocera Corporation, and ZAIKAI Co., Ltd., a workbook with excerpts of text from Dr. Kazuo INAMORI'S book, *Your Dreams Will Come True Without Fail*, in relation to his youth

2) "Work methods and learning from JAL reforms"

Research to prepare teaching plans and their creation (prototype)

- Based on the results of "Research on JAL platforms for awareness and reform education" and surveys on career education (meaning and methods), a teaching plan (prototype) was prepared.

Instructional design (changing the design of educational methods)

1) Research on leading-edge educational research institutions

- Overseas: Research of U.S. educational graduate schools (Harvard, Stanford, etc.)
- Japan: Research on school reforms by Dr. Manabu SATO, Professor Emeritus at the University of Tokyo, and "School Leader Development" by the University of Tsukuba and Tokyo Gakugei University, in addition to participation in study groups of the above
- "Research on Advanced Educational Institutions," summing up the above surveys, was edited and produced.



Educational organizations (creating educational institutions that reform studies):

1) Hosting of lectures and study meetings (seven times)

We hosted lectures and study meetings on the connections between altruism and education, along with classes developed by RITA LABO, etc., for people involved in education (teachers from Ritsumeikan-affiliated schools, as well as public and private schools).

October 28: Principal meeting of Ritsumeikan-affiliated schools, "Leaders' study session for learning from Kyocera and JAL"

December 16: First RITA study meeting with Ritsumeikan-affiliated school teachers

December 26 and 27: Lecture and workshop by Oriza HIRATA

February 13: Study meeting, "Resilience class learning of Dr. Kazuo INAMORI as a youth"

February 14: Lecture at the second Active Learning Forum in Osaka

February 25: Second RITA study meeting with Ritsumeikan-affiliated school teachers

March 15–17: Japanese relay class study meeting

2) Hosting of book clubs and the RITA CAFE

As part of our open laboratories, we hosted reading sessions on books by Dr. Kazuo INAMORI, in addition to topics of altruism and education for the general public, along with the RITA CAFE, as a platform for discussions on altruism, education, etc., for any interested parties.

● Book club (six times)

October 31, theme: Thinking about a future developed by altruism

November 29, assigned book: *Kangaekata Hitotsu de Jinsei wa Kawaru* (written by Dr. Kazuo INAMORI)

December 27, assigned book: *Wakariaenai Kotokara* (written by Oriza HIRATA)

January 30, assigned book: *Kazuo Inamori Saigo no Tatakai: JAL Saisei ni Kaketa Keieisha Jinsei* (written by Yasuyuki ONISHI)

February 28, assigned book: *A Compass to Fulfillment: Passion and Spirituality in Life and Business* (written by Dr. Kazuo INAMORI)

March 13, assigned book: *JAL Saisei Koshueki Kigyo Heno Tenkan* (written by Mami INDO)

● RITA CAFE (three times)

October 31, November 29, and December 27



Educational activities

1) Publishing of the educational research and practice journal, *RITA*, its Preparatory issue (October), first issue (January) and second issue (March)

- For those involved in education (teachers, human resources development staff at companies, etc.), advanced educational methods and actual cases are introduced from the viewpoint of the connections between altruism and education. As a series of articles, "Inamori x Education," "My Inamori Philosophy," etc., were published.
- On the theme of "Altruistic mind and Education," the first and second issues covered cutting-edge cases of active learning, liberal arts, project studies, and theatrical education. A teaching plan taking ideas from the youth of Dr. Kazuo INAMORI was also featured.

2) The "RITA LABO" website went live, while a Web version of *RITA* was released

- The website went live for the purpose of raising awareness about "RITA LABO," the provision of a Web version, and about delivering the educational research and practice journal, *RITA*, to the largest possible audience.

3) The "RITA LABO" Facebook page went live

- The page went live to increase recognition of RITALABO and as a media tool for social media use and for informal announcements.



RITA educational research and practice journal, preparatory issue



RITA educational research and practice journal, first issue



RITA educational research and practice journal, second issue