



'EASTERN and Western cultures differ but we must learn from each other,' said Nobutane Kiuchi, President of the Institute of World Economy, at the MRA industrial conference last month. Mr Kiuchi, who is one of Japan's foremost economists and philosophers, is seen above (left) talking to the German pioneer of flexitime, Willi Haller.

'These MRA industrial conferences are different from others because people believe in each other,' commented Mr Kiuchi. 'Here I have met people who have found joy through spiritual experience, not just in material possessions.'

'We must find a new economic theory. We cannot be taught solutions—we must create them.'

— HAKONE INDUSTRIAL CONFERENCE —

JAPANESE GRASP THE HELM

JAPAN HAS ENTERED the 1980s realising her need to play a more active role in world affairs, but uncertain how.

Leaders of Japanese industry, convinced that the way lies in applying moral criteria to their policies, last month called a conference on the theme, 'The role of industry in an interdependent world—the qualities needed for leadership in the 1980s'.

The invitation committee comprised 15 men prominent in industrial management and the trades unions, and academics. Among them were the Governor of Japan's National Railways, the President of the Japanese Council of Metalworkers' Unions, chairmen and managing directors.

They invited people from 13 countries to join them. 'The problems we face make us realise that we must think in global terms, learn from each other and work with each other,' said one of them, Renzo Yanagisawa, a Democratic Socialist member of the House of Councillors (the upper house of parliament).

Mr Yanagisawa outlined to the conference the main questions facing Japan—'whether we can maintain democracy in this country, where our energy will come from, and whether there will be threats to our security.' Japan is almost entirely dependent on overseas supplies for her energy and resources. And the concern for world security is felt all the more in a nation whose constitution renounces the use of force. The question of changing the constitution to permit a military build-up is one of the most vital topics of public debate.

The conference was the fourth in a series which has been held each year in Hakone, a resort town 50 miles south of Tokyo. The series was initiated by Japanese who had attended industrial conferences at the MRA centre in Caux, Switzerland, and had found

ideas there which they wanted to pass on to their industries. Since then there has been a growing exchange between the Caux conferences and Japanese MRA conferences. 'I believe that the friendships created through this exchange have a much greater significance than any of us know,' said a Norwegian delegate, Jens Wilhelmsen, at Hakone.

In a message to the conference the New Zealand Prime Minister, Robert Muldoon, said, 'I think it appropriate that this conference is being held in Japan where there is recognition that employer-employee relationships are interdependent... Employers and workers must co-operate if they are to survive within the framework of democratic societies.'

After the conference the overseas dele-

MASAKI NAKAJIMA Chairman, Mitsubishi Research Institute

We are at a crossroads. For 110 years Japan has exerted herself to catch up with the West. Now we are almost on par, we find that Western civilisation is facing a crisis. There is a feeling that materialistic values play too important a part in daily life. People are puzzled and confused.

MRA affords us a chance to reflect on present civilisation and morality. It can build bridges across the wide chasm between East and West. The West respects individualism, but the East takes a broader view. MRA must grow and expand in the East, leading us to find answers to our problems.

Mr Nakajima spoke about a particular contribution that he believed Japan could make:

In Japan almost all economic and industrial policies are decided by consensus between

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gates were invited to visit industries and learn about Japanese life, as well as participate in meetings in other parts of Japan. 'Since the Rambouillet summit conference,' wrote a group of Osaka industrialists, inviting their colleagues to meet the delegates, 'Japan has been recognised as one of those at the helm of the free world's economy... The days have gone when Japan could rely on others. We must shoulder responsibility for the 21st century.'

'MRA's aim—to create a world built on a sound moral philosophy—is,' they say, 'basic to solving the problems we face.' As guiding principles in answering the questions Mr Yanagisawa outlined, they point to three statements of Frank Buchman, initiator of MRA:

There is enough in the world for everyone's need but not for everyone's greed;

Japan is meant to be a lighthouse of Asia; A nation's surest defence is the respect and gratitude of her neighbours.

The meetings concentrated on practical experience rather than theory—as one delegate put it, 'not just ideas but ideas that have been incorporated into the lives of people.' In this issue we print extracts from some of the speeches.



Masaki Nakajima with Joseph Whitehead, the President of Canada's *Journal of Commerce*.

management and trade unions. This search for consensus has contributed to overcoming Japan's economic difficulties since the oil crisis.

This consensus thinking could also help to solve international problems. Today we can no longer afford to remain secluded from other nations.



Stanley Kiaer with Japanese delegates

The silence behind the assembly line

STANLEY KIAER was one of the British group who took part in the conference. He writes:

FROM BRITAIN CAME a former ambassador, a banker and the chairman of a lubricants company, from Switzerland a national trade union secretary and the president of a construction company. There was an official of the Norwegian employers' confederation, the Chairman of the Japanese Studies Association of the Republic of China, others from India, Papua New Guinea and the USA, to mention just a few. Many were accompanied by their wives. We all learnt much.

Everything about our visit was superbly organised—from the box of visiting cards we received on arrival with our names in English and Japanese, to the faultless arrangements for each delegate through a wide variety of interviews and visits. All this contributed to the 'harmony' so valued in Japan and helped create an atmosphere in which people could speak from the heart.

We realised the importance of 'consensus' in Japanese life. Instinctively they seek a common approach to a problem and are much readier than us to relinquish an individual point of view in the light of the community's needs. The phrase, 'Not who is right but what is right', is the nearest expression in the West, and has profound implications for our way of life. It is the feeling of oneness in Japanese industry that enables both management and labour to accept a cut in wages in times of recession, rather than lay off people. This means that when things improve they have a skilled and loyal workforce to seize the opportunities.

Perhaps we found a clue to what lies behind the dedication and hard work when we were shown round some of the temples and shrines which stand in silent contrast to the bustle of the assembly lines. The teachings of Confucius and the Buddha, their striving for the wholeness of man and for wisdom, are deeply ingrained. Japan has absorbed ideas from outside and made them her own. She has outstripped most Western countries as an industrial giant. Will she be able to absorb Western ways, and still maintain and develop the moral and spiritual values handed down from the past? This was the significance of the three weeks of conferences and meetings.

AT HAKONE, many of the conference delegates stayed in guest houses belonging to the electrical company, Toshiba. Since 1975 Toshiba has been sending management and labour groups to Caux each year, and people from the firm have been among the hosts of the Hakone conference each year. Several from Toshiba spoke about the contribution of the principles of MRA to the industrial relations and policy of the company:

MR KITAHARA

Senior Managing Director, Toshiba EMI Ltd
In our Spring negotiations we usually talk for many days about wages. But this year's talks covered issues concerned not only with EMI or Toshiba, but with the world economy. So many of my colleagues and superiors have had contact with MRA that there is a change in perspective towards the common goal of not who is right, but what is right.

SHOJI TAKASE

Senior Managing Director, Toshiba Corporation

The globe is getting smaller. It may not be bad to pursue the prosperity of our country but we cannot think purely of our own interests. There is a crisis for the actual existence of mankind. We have to harmonise our living with the prosperity of other countries.

This Hakone conference is more important than ever. We industrial people have to recognise our problems, judge what is right and take responsibility in daily matters. Here Japanese people are often deficient.

Absolute moral standards of honesty,

purity, unselfishness and love are like mirrors, in which we can re-examine our lives. In this way our lives can have an effect on the country and the world. We must give this thinking to industry and the world's leaders.

MR UMEHARA

Toshiba trade unionist

To control inflation, we must change our consumption mentality. We always tolerate price increases of our own products, but we won't tolerate other price increases. It is up to us trade unionists to participate with management in the decision-making on prices.

K KONO

President, the Central Committee, Toshiba Workers Union

There are four billion people on this earth and each needs a secure life.

Selfishness leads to lopsided opinions. We need respect for each other. Labour unions must distinguish their true feelings from their superficial demands—this is why we voluntarily lowered our demands in this year's Spring negotiations to a more realistic level.



The Governor of Japan National Railways, Fumio Takagi (r) with (l to r) Jens Wilhelmssen, Norway, Hedi Cadegg, Switzerland, Yukika Sohma of the Ozaki Memorial Foundation, and Otto Cadegg, secretary of the Swiss Railwaymen's Union.

M OZEKI

Director, Hitachi Ltd

The free world, Japan included, is in a dangerous state. We think of many things to answer this situation, but MRA advocates propagating a new spirit in people. This is the only way.

We must first say, 'I have been wrong'—and think about it. We must forget small differences and reach for a consensus. The way is to start with things close to us—the family, for instance—and then move to the national level.

KAISUKE AKAGI

Executive Vice-President, Nippon Express Co

MRA is easy to advocate but hard to implement. I was arrogant and selfish and so had no peace of mind. When I examined myself by absolute moral principles, the scales fell from my eyes. If I pray I can hear that inner voice which is God's voice.

In labour and management we need to awaken individual consciousness. If we become one in spirit we can influence our neighbours and gradually the circle widens.

THE WORLD NEEDS JAPAN

YUKIKA SOHMA
Acting President,
Ozaki Memorial Foundation

Two years ago I received a letter from a friend in Canada. He enclosed a newspaper article which said, 'The biggest concern in the world today is the Vietnamese refugees and the most shameful nation is Japan. She has only accepted two refugees so far on a permanent basis.' The article maintained that Japan was too economically minded to be humanitarian.

My Canadian friend asked me for my honest opinion on this article. I discovered that we had taken three refugees, and replied to him that we should be ashamed.

Since then I have been working to create an association to aid Indo-Chinese refugees. Mr Yanagisawa (a Democratic Socialist member of the Upper House of Parliament)

raised the question in the House of Councilors and quoted the letter. In April the Government decided to accept 500 refugees.

There were 50 founding members of the association, many of them educators. We committed ourselves to raise money and to open Japanese hearts to the fact that if our neighbours are suffering we cannot sit and do nothing. We set a target of 110 million yen, that is one yen for each Japanese person.

There was a tremendous response from the whole nation. A student from Waseda University was the first to collect money and bring it in. We received over 20,000 letters and have already passed our target. We have sent teams to serve in the refugee camps of South East Asia, and are helping to fund educational and training projects there.

I hope that in the 1980s we can create a warm-hearted Japanese nation.



Yukika Sohma



Professor Sumi

PROFESSOR K SUMI
Associate Professor of International Law,
Yokohama City University

The new economic order relies on interdependence between countries. The General Assembly of the United Nations in 1977 defined the open ocean as a common heritage for mankind. There are many riches there which could provide for developing countries.

I was deeply disappointed that Japan's fishing industry took a nationalist position, which meant that we had to remain silent at the international conference on the Law of the Sea.

A global approach is the only way to solve these problems. We are at a crossroads, where the survival or destruction of the world will be decided.

T FUSE
Lecturer in International Law,
Meisei University

At the international conference on the Law of the Sea, there was no way I could put my wishes into practice. I felt a conflict between my personal belief and my country's policy.

For the first time here at Hakone I have felt the hope that people are thinking positively about these things. I have given up my plan to stop participating in international conferences.

WILLI HALLER
Founder and Managing Director,
Interflex Data Systems, West Germany

The world economy is like a gigantic Olympic Games, with heated competition. Meanwhile some countries are not even taking part.

In Europe there is high unemployment and yet a shortage of qualified personnel. I have spent ten years promoting flexible working hours and work sharing. Unless we give up our rigidity, selfishness and fear of change, we will not be able to solve the problems of the future.

I am interested to hear that Japan is expected to lose her enthusiasm for material prosperity. In West Germany there is a similar tendency. Two thirds of the labour force are prepared to work less and earn less. This is a good sign—the race for a higher living standard, which limits the less fortunate, is slowing.

Another hopeful trend is concern for the environment. Could Japan, with her tradition of harmony with nature, shift the emphasis of development from material to spiritual growth?



Bill Opstelten

GEOFFREY LEAN, Britain
Author of 'Rich World, Poor World' which has recently been published in Japanese

We live at a time of one of the greatest injustices of history: 15 million children under the age of five die every year from hunger. The world provides enough food for everyone—but the poor cannot afford to buy it. Half the world's people earn so little money that they hardly enter the world's market place at all. This limits world trade, and causes world economic recession.

We will not get out of this recession until the poor get more purchasing power. This problem will not solve itself—it requires change in policies.

Japan has a great sense of community—between management and unions, for example. The world is now like one giant company. Will Japan extend her sense of community to the whole world?

You have experiences to offer that no one else can: readiness to adapt with new products to competition, spectacular development based on land reform, and small businesses as well as large—which experts agree is vital. Could you make your experience available to the world and be generous with trade and aid? Don't make our mistake of giving aid that increases our own security, industry and influence, rather than meeting the real needs of the poor.

BILL OPSTELTEN
Production superintendent, New Farm
Sugar Refinery of CSR Ltd, Australia

To answer hunger in the Third World we must draw closer. We Australians must hold the wealth and resources of our country as a trust for mankind, rather than exploiting them for our maximum profit. This will require a change of attitude. We must direct economic growth such that it will benefit the poor nations.

H FUJIMORI

Senior Managing Director,
Handsome Co Ltd (chain of beauty salons)

I used to have many clashes of opinion with my father. My work is recruiting personnel. I used to tour local schools, giving parties and presents to teachers and telling the students that my company was the best in the world. But we only recruited about ten people.

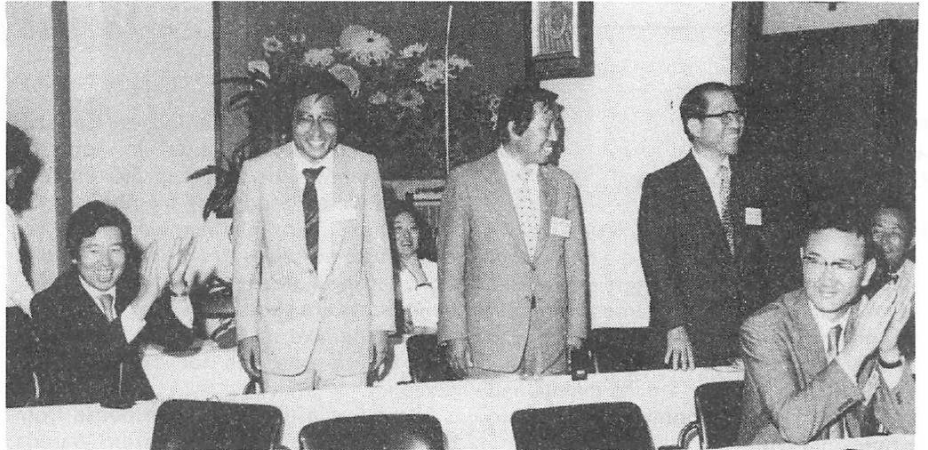
Then I felt that this was wrong and I must be honest. Lifelong employment does not exist in the beauty industry. People often switch jobs to advance themselves. Wages are relatively low and the working hours are long. Now I tell the truth, and in the past four years recruitment has doubled and tripled. We have found harmony between labour and management and I have come to appreciate the views and opinions of my father.

These are some results of taking a quiet hour of meditation and of using absolute moral standards as measurements for what is right.

HARUKO KAWANISHI

We do so badly for foreign students in Japan. They have very small rooms, and live apart from Japanese students. Rooms are only available for 20 per cent of them and the others have to find their own lodging. Often when they go back to their own countries they hate Japan.

Some of us have been giving our spare time to raise money to build an international hostel for Japanese and overseas students. We need to raise 16 million yen and so far we have raised 10 million. This project has been featured on television and the response has shown that many people in this country feel this is needed.



Delegates from Korea are welcomed to Hakone. Yoshiteru Sumitomo, the standing auditor of Sumitomo Electric Industries, spoke of the relationship between Korea and Japan. 'Twenty years ago a Korean told me about their experiences of Japan in the past, which was very hard for me to listen to,' he said. 'When I visited Korea this year, I realised how, out of selfishness, I had ignored this neighbouring country. I must apologise for this.'



Minoru Yamada, President of the Daikin Kogyo Company, with Bill Opstelten. 'The labour unions have helped me to see that mutual trust is necessary, and this involves sacrificing my selfishness,' said Mr Yamada. 'Unless we begin to do this at home, we will not affect society.'

T SAKAKI

Member of the Assembly, Saitama Prefecture, who interrupted her campaign for the recent elections to attend the conference: Japan needs the principles advocated by Moral Re-Armament to better the country. The election is of great importance, but in order to think for the future, politicians must refer to the ideas expressed in this conference.

KUNIKO NAKAJIMA Housewife

Until I went to Caux last year, I was living very complacently. Since then I have become concerned about global issues and have begun to ask myself what I can do to help. I used to read newspapers superficially. Now I am going to try to read them properly.

I have gained insight into what home life can contribute to society. Part of this is for a wife to communicate with her husband.

Across the Pacific



During the past few years young Japanese have served with MRA on every continent. MEGUMI KANEMATSU has spent three and a half years in South America. She writes:

IN JAPAN we live for hard work.

In Brazil people live for what they have in their hearts—joy, happiness, hurt, hate and forgiveness. They say all the things they feel most deeply.

While I was in Japan, I was much too selfish to care about what was in other people's hearts. But in Brazil I learnt to let others' needs into my heart.

Many of my young Brazilian friends came from broken homes or from families who did not have any real dialogue. Many had suffered a great deal.

One day I felt I could not listen to one more story of suffering. It was too much to take. I didn't want to face the realities of life there, and I missed my happy, comfortable life at home. I wanted to leave.

But when people talked so honestly about their needs, that also opened my stubborn heart. I began to see the deepest things that were wrong in me, which I had not wanted to look at before. I burst into tears, because I felt I could not be forgiven. Then Jesus became real to me, as my saviour who can wash away my sin with His love and give me new life and forgiveness. I know this will always be true, however difficult I, or the situation I am in, may be.

Brazil has great heart power to share with other nations—as well as good coffee!



(l to r) Sumiko Tanabe, Kiyoshi Nagano, Kuniko Nakajima, Yukihisa Fujita and Adzuko Hoshi sing to the conference