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● Articles

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Title	32 Capabilities of Highly Effective People in Any Field Towards Defining Customer Requirements for Educational Institutions, Corporate Universities, and Personal Careers
Abstract	<p>Research Questions;</p> <ol style="list-style-type: none"> 1. What prevents colleges, of all sorts, corporate, public, and private, from turning out effective people as grads? 2. What is a scientifically valid way to define "effectiveness", those components of it shared across diverse fields/professions? 3. What are domain general effectiveness capabilities as defined by people in diverse fields/professions who are known as highly effective people? 4. What distinguishes educatedness, creativity, and effectiveness? 5. How do models of effectiveness from research literatures differ from models from highly effective people, given interviews and questionnaires? <p>Managers in industry typically find it takes two or more years before MBAs from the world's best universities become effective in fundamental ways (Bok, 1990). Hiring organizations, public and private, find humanities and social science graduates of the world's best universities are missing brainstorming, teamwork, editing, political, neurosis self management, and time management skills essential for effective work (Soundings, 2003). Employers find engineering and science graduates cripplingly lacking in the social, political, and psychological skills, and most importantly in the verbal expressiveness skills essential to teamwork in modern organizations (Soundings, 2003). Highly educated people, in terms of degrees earned, and highly creative people in terms of maverick dispositions and early accomplishments typically are ineffective in modern work organizations, many of them throughout their entire careers (Xerox, 1992). Even the most famous corporate universities privately admit that they continually retrain employees and managers in the same or similar skills because even slight changes of context confuse employees and cause them to fail to map previous skills to new task areas. Since modern business amounts to continual change of customer, market, and product, employees and managers end up re-training, re-re-training, and re-re-re-training in the same skills throughout their careers (Motorola, 1995). Many decades ago, research already demonstrated that to the extent that colleges emphasized intellectual success they stunted lifetime good outcomes of their students (Heath, 1977); it was psychic maturity achieved in college that predicted good lifetime outcomes, not grades, GREs, or the like (and treatment of such maturity as a goal of educating was happenstance where it existed at all, including a great deal of imprecision about just what it was). It could not be more apparent that colleges and corporate universities are either unable or unwilling to graduate people capable of operating effectively in modern organizations. Apparently they either do not know what effectiveness requires or, if they know it, they do not wish to provide it. Five explanations of this refusal of making grads into effective people are explored: culture gap, goal gap, speciality plethora, context sensitivity, and mystification. Several of these causes of ineffective grads can be blunted if a consensus on what effectiveness consists of, across fields, is obtained in a valid and reliable manner. That is the task this paper undertakes. We are all more likely to create effective people if we know what effectiveness consists of, based on a scientifically valid study of who the world's most effective people are and what it is that makes them capable of such effectiveness.</p> <p>Research Method:</p> <ol style="list-style-type: none"> 1. Double stage recommendations of 315 eminent people nominating 150 "highly effective people" half US, half global, in 63 diverse strata of society 2. The 150 people nominated as highly effective, given questionnaires and interviews, asking what makes them effective and what makes others effective <p>To this end an artificial intelligence technology approach combined with a total quality approach to defining "effectiveness" was pursued by asking 315 (5 per each of 63 parts of US society) eminent people in a stratified sample of 63 parts of society, half American, half global, to nominate "highly effective people". These eminent nominators were asked who was the most effective person in their lives and in their particular discipline/profession, what behaviors were unique to such highly effective people, and how they distinguished highly effective behaviors/responses from highly educated and highly creative ones. They were also asked what, exactly, they expected of highly effective people in various roles around them in their career and work (using certain total quality customer satisfaction dimensions). Their answers were used to add items to an interview given to the highly effective people that they nominated in the same of 63 parts of US society they were from. A total of 150 such nominated people were given interviews and questionnaires that resulted from interviewing the people who nominated them.</p> <p>Data Analysis:</p> <ol style="list-style-type: none"> 1. Thousands of statements in questionnaires and interviews given by 150 subjects nominated as "highly effective people" categorized by similarity on one level then those results categorized to form another level, till a top level of 8 overall concepts is attained 2. Research literatures of various kinds of effectiveness similarly categorized in a bottom up manner to produce models of effectiveness to be compared with the model from the 150 "highly effective people" <p>Analysis of questionnaires and interview transcripts was done, marking behaviors unique to effectiveness, marking distinctions of effectiveness from educatedness and creativity, naming marked ideas, grouping similar such ideas, ordering them, resulting in a hierarchical model having 8, 32, 96, 288 dimensions of "effective person behavior" (each dimension at the 96 item layer in the model was mentioned by at least 30 nominees) and 288 step by step procedures, 1 for each of the 288 smallest scale dimensions. The results were put into a Fractal Concept Model format (where different hierarchical layers of ideas, each with the same "branching factor" follow the same ordering principle), and a book explaining each of 96 domain-general effectiveness methods. 32 general capabilities of highly effective people were thusly identified, then information processing models of each general capability were formed. Component functions of effectiveness for each of the 32 capabilities were articulated from components of each in the dataset. The resulting model was compared with models of effective behaviors in 8 fields developed by academic researchers. Explanations of particular gaps between these models and this paper's model are offered as hypotheses for testing in later research.</p> <p>Results:</p> <p>32 capabilities, 96 methods, 288 functions, and 288 procedures of highly effective people produced from categorization of questionnaire and interview results</p> <p>Use of this paper's effectiveness model to assess the degree of "effectiveness" produced by various institutions and instructors, and to specify exact solutions, for certain hard-flaws-to-correct in business persons, that any manager encounters, is described.</p>

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Title	60 Models of Creativity For Studying How Particular Repertoires of Such Models in Creators Affect Their Creativity
Abstract	<p>A One Sentence Overall Synopsis: This paper presents 60 models of creativity, organized as ten sets of six each, found in the minds and work procedures of 150 highly creative people, half US, half global, from 63 diverse strata of society. Models of creativity from academic research corresponding to some of these models were used to change model terminology to reflect common concepts and ideas between them.</p> <p>Research Questions; the Primary Questions: A.What are the various models of creativity in any way now operative in the minds of all creators? How do these differ from academic models of creativity? B.What distinguishes creativity from effectiveness, educatedness and the other 52 orthogonal disciplines—ones cutting across traditional ones and determining who rises to their tops? What relationally and representationally define “creativity” as one of those orthogonal fields? the Secondary Questions: 1.Is creativity one thing or many diverse things? Is creativity one process or many diverse processes? 2.How much of creativity is domain dependent and how much is domain independent? 3.Is the quite general impression and assumption that creativity is one thing not diverse things a result of people going to and depending on the psychology literature too much and missing research on creativity in mechanical engineering, fine arts, performance, media, systems bio and other fields? 4.If creativity is diverse things or processes, are they in trade-off relations to each other so that supports for one or a few, hinder a few or many others? 5.Would creativity improve more by perfecting one’s existing model of creating or by adding new models one does not now use or know about? 6.How do scholar models of creativity differ from creator models of their own creativity? 7.Do knowledge models found in experts have an analog found in creators? 8.Does meta-cognition in cognitive psychology have an analog in creativity, namely, some sort of meta-creation? 9.Do creators who are more meta-creative out-create creators who are less meta-creative? 10.How many models of creating are there, if creativity turns out to be diverse things not one thing? 11.How do the models of creativity published by academics differ from the models of creativity we obtain from creators via categorical modeling of interview and questionnaire results?</p> <p>The primary reason this study of creativity models was done was to answer the above questions. The questions above are linked. If creativity is plural things not a single thing, then how you “support” and “encourage” it will be much more complex than if it is merely one thing that one simple environment can “support”. The results of this study show that when experts measure how well organization environments support “creativity”, unless they distinguish which of the 60 different modes of “being creative” found in the research that this paper reports, they end up assessing very thoroughly how such environments support 1/60th or 3/60ths of the modes of being creative actually there—that is, they miss how well many other modes of being creative are supported, how many such modes are actually there, and how much creativity might improve were modes of being creative not there now to be installed in the future. This paper provides an important tool for assessing just how many types of being creative any one organization has and then, how well each is supported by particular environments.</p> <p>Furthermore, the results of this study show that models of creativity, that creators have, influence how they create and how their ability to create evolves. Therefore, finding models of creating that creators have, as done in this study, adds value missed when we instead just depend on models of creativity from scholars studying it. Knowledge models found in experts, in artificial intelligence research, have their analogs in creation models in creators, in creativity research. Meta-cognition, in psychology in general, has an analog in meta-creation, in creativity, where a creator notices the models of creativity he/she has and how he/she uses them. Since meta-cognition in general improves intelligence and work performance, we can suppose that meta-creation, that is, creators noticing and using creation models in their work, would improve creativity. To test this we need to know what models of creativity any particular creator uses compared to such models used by other creators (and compared to models of creating from academic research).</p> <p>Research Method: 1.My strategy is to use what artificial intelligence “expert systems” research found about determining models inside minds of experts to understand models of creating inside minds of creators and combine those results with using what total quality found about “pleasing” and “satisfying” customers to understand how creators “please” and “satisfy” customers of their creations. 2.A dual recommendation system (from artificial intelligence expert systems research) of 315 eminent people (5 in each of 63 diverse strata of society) nominating 150 “highly creative people” in their own and other fields 3.Total quality customer satisfaction and artificial intelligence protocol analysis combined to make interviews and questionnaires given to these 150 creators (the interviews were mainly to motivate creators to fill in the questionnaires completely), asking them how they create, how that evolves, how much they know about how they create, and encounters with each of these in creators they know 4.Bottom up grouping of similar items in both questionnaires and interview transcripts produces successively smaller, more abstract levels of creativity models 5.The resulting model of 60 models of creativity compared with models of the research literature on creativity and edited to reflect common ideas</p> <p>A stratified sample of 150 creative people, half American, half global, in 63 widely different fields of endeavor were interviewed, using techniques modified from “protocol analysis” techniques of artificial intelligence expert systems building, to obtain models, explicit or implicit in practices, of what “creation” was for each creator. The interview used had twelve specially designed “doorways” intended to be diverse approaches to getting beyond unthinking, mystifying, automatic, and stereotyped ideas about “creation” to actual key factors in models the creators themselves used. Content analysis of transcripts produced 111 creation models that, when categorized by similarity, reduced to 60 creation models organized in ten groups of six models each. Where similar models in the research literature on creativity were found, terminology in the models was modified to make such similarities evident, and elaborations on key concepts from research literature were added to the models. A book summarizing all 60 models was built, with one chapter per model, all chapters using the same format of headings and subheadings.</p> <p>Results: 1.A model of 60 models of creativity, with each model having at least 10 variables defining it This paper has only enough space to present the model of 60 models of creativity and the research that produced that model, along with hypotheses about the role of traits (of the repertoires of models of creativity in creators) in making them creative, to be explored in future research. This paper’s result, a model of 60 models of creation, is a prerequisite for verifying the hypotheses.</p>

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Title	私たちは自然と共生できるのか? —『もののけ姫』の哲学的考察 Can We Coexist with Nature? -Philosophical Reflections on "Princess Mononoke"
Abstract	Japanese view on nature is closely related to the forests in Japan. Without a doubt Japanese mentality and religions (above all, Shinto and Buddhism) are influenced by <i>the forest</i> . Many thinkers, for example Takeshi UMEHARA and Yoshinori YASUDA, have already pointed out this relationship. It is essential for today's environmental ethics to overcome the Cartesian view. Therefore a new idea of nature is in need, which is meant to show a way, how humans and nature can coexist. Looking at Japanese view on nature, is it possible to find an answer to the question of how this coexistence can be accomplished in harmony? Hayao MIYAZAKI's masterpiece "Princess Mononoke" questions the optimistic opinion about the coexistence supposed to be offered by the Japanese attitude. The movie deals with a tragic conflict between human beings and nature, in which neither hero nor villain appears and where no line can be drawn between good and evil. By that Miyazaki suggests the destiny of every living being: One lives at the cost of the other. Such violence is as inherent in nature as in human beings. Unfortunately in Japan this subject has not often been pointed out yet. By a philosophical interpretation of the movie this article examines the problems of the Japanese view on nature.

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Title	財政赤字・政府債務は長期金利に影響するのか —先行研究のサーベイと研究課題の探求— On Empirical Investigation of the Relationship between Deficits, Debt, and Interest Rates: A Survey
Abstract	The purpose of this paper is to review preceding literatures on the relationship between budget deficits, government debt, and interest rates. The knowledge from this survey is as follows: (1) After the seminal paper of Plosser (1982), we have many literatures on this topic. (2) All of the recent studies care for the expectation about future budgetary situation by using either event studies or published forecasts as a proxy of the market expectations. (3) Almost all of recent studies are on US economy, and we have only two literatures on Japanese economy; Nakazato et al. (2003) and Fukuda and Ji (2002). (4) Unfortunately, these two studies do not seem to utilize the knowledge since Plosser (1982).

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Title	Interfacing Alternative-Clean Energy, Ethics and Bio-Regionalism? Questioning the Inter-Dependence of Energy Sourcing in Risk Society
Abstract	The United Nations Climate Change Conference, 3-14 December 2007, though achieves not much in making nation states' reduction of greenhouse gases; it does make the alternative development initiatives as main-streaming, the alternative-clean energy in particular. This paper attempts to explore the efforts and initiatives (by society, the state and market) for synergizing alternative-clean energy and the local needs for self-sufficiency, in terms of ethical and normative considerations by people. It examines the intertwined dynamics of the socio-ethical and normative construction(s) for alternative-clean technology, and the socio-cultural conditions, in/through which shape the socio-ecological defined 'self-sufficiency' policy option(s) for nation / local state, at this historical juncture for bio-local-regionalism. After an introduction on the recent (enlightenment for sustainable) development for, or the re-discovery of, the alternative-clean energy, Part 2 of the paper critically examines the embeddedness of the alternative-clean energy/technology development, with specific reference to the socio-ethical and normative-cultural construction(s) on the arguable, ambiguous concepts of the sustainability and self-sufficiency. Part 3 discusses the ethical interfaces, as well as the interfacing process, between the praxis of bio-regionalism and the search for energy in-dependence, highlighting the role of policy learning at transnational (inter-state system) level. The paper ends with critical remarks on the emerging alternative-clean energy regime, for ecological modernization, towards eco-modernity.

● Research Note

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Title	熱帯内陸湿原の追い込み漁 —ザンビア・バングウェウル湿原の事例から— Driving Fish Method in the Tropical Inland Water Area -A Case of the Bangweulu Swamps, Zambia-
Abstract	The purpose of this study is to describe and analyze the actual conditions of mukombo fishing (fish driving method) which has been conducted as a popular fishing method in the Bangweulu Swamps, Zambia based on the field survey and references. It sums up the method and present situation of the mukombo fishing at first, and analyzes frequency of area use, amount of catch of a fishing process and fish species of catch in each fishing ground around the study camp. On the basis of the analysis, it can be said that mukombo fishermen prefer fishing ground of a day largely because existence of the other fishing camps, width of open space and shallow water area. It also shows a scope for dispute about negative evaluation of mukombo fishing.

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Title	森林整備事業の環境法社会学(1) —チイバナ・伊江原・楚州仲尾線の三林道開設事業をめぐる諸問題— Environmental Law Sociology of Forest Improvement Public Works —Various Problems Regarding Three Forest Roads Construction Projects of Tiibana, Iebaru and Sosunakao Lines—
Abstract	We conducted an on-the-spot investigation in the Okinawa Yanbaru areas for the purpose of examining the impact caused by the construction of three forest roads. The three forest roads are the Tiibana, Iebaru and Sosunakao lines. While the Iebaru line has been already completed and provided for public use, the other two roads are now under construction. To be more accurate, the Tiibana line is almost completed with the remaining work being the installation of one bridge across Zatsun River, and the construction of the Sosunakao line has just been launched with the rate of accomplishment of less than 10 percent. The problem is that unnecessary public works have been enforced without any environmental impact assessment. As a result, our investigation predictably revealed much environmental destruction, some of which is introduced in this article with site specific pictures. Given that Yanbaru areas are the last remaining precious habitats for many endangered indigenous species, the above construction projects need to be stopped and/or reversed in order for the species not to be extinct. In addition, as much of the Yanbaru area is expected to be nominated as a world natural heritage site, its sub-tropical forests and mountain streams environment must remain intact. We believe that this article is enough to indicate the stupidity of Japan's unnecessary public works called "Kokyoujigyou" now world-widely known. This is why we depicted destruction sites as visually as possible.

● Commentary on Judicial Judgement

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Title	世紀のショー・ダウン！ 沖縄ジゴゴン対米国防省 —米国家歴史保存法第402条の域外適用に関する米国連邦地裁命令訳と解説— The Final Showdown! Okinawa Dugong vs. U.S. Department of Defense —Translation and Commentary of the Judgement of U.S. District Court regarding extraterritorial application of U.S. National Historic Preservation Act section 402—
Abstract	<p>The day of January 23, 2008, turned out to be a memorable day for Okinawa dugongs. On this day, the Judge Marilyn Hall Patel, U.S. District Court Judge Northern District of California, ruled in favor of Okinawa dugongs in the case that was brought by 3 Okinawa individual residents and 6 Japan/U.S. environmental organizations against the U.S. Department of Defense (hereinafter "DOD") for the purpose of preserving Okinawa dugongs as a Japanese national monument and their habitats in Henoko areas.</p> <p>The court opinion begins with a comprehensive summary of the factual background, a description of the procedural history of the case, and an explanation of the statutes under which plaintiffs bring the case, that is, the National Historic Preservation Act (hereinafter "NHPA") and the Administrative Procedures Act (hereinafter "APA"). The judge then turns to the legal arguments. The legal issues here are divided into three sections: DOD's jurisdictional arguments; applicability of the NHPA; and the merits of the plaintiffs' NHPA claim.</p> <p>First, as for the DOD's jurisdictional arguments, they consist of five distinctive assertions; (1) final agency action, (2) standing, (3) ripeness, (4) act of state, (5) necessary and indispensable party. The judge addresses each of the five arguments that DOD presents for barring the court's review and strikes down all of them with detailed persuasive reasons.</p> <p>Secondly, regarding the applicability of the NHPA to the case, the NHPA imposes on DOD the obligation to "take into account" under sec.402 of the statute. This DOD's obligation is triggered when and where there is a federal undertaking outside the U.S., which may directly and adversely affect a property on the applicable country's equivalent of the National Register. These are issues of first impression for the courts in the context of extraterritorial provision of sec.402. Having decided in support of plaintiffs' arguments with regard to these legal issues, the court concluded that the NHPA is applicable to this case.</p> <p>Finally, the judge examines whether DOD has complied with its obligation under the NHPA to "take into account" the impacts on the dugongs. According to the court, the "take into account" process, at a minimum, must include (1) identification of protected property, (2) generation, collection, consideration, and weighing of information pertaining to how the undertaking will affect the historic property, (3) a determination as to whether there will be adverse effects or not adverse effects, and (4) if necessary, development and evaluation of alternatives or modifications to the undertaking that could avoid or mitigate the adverse effects.</p> <p>As a conclusion, the judge holds: "In sum, the current record reflects a failure by the DOD to comply with NHPA section 402. This failure constitutes agency action that is unreasonably delayed and unlawfully withheld as provided by the APA. Defendants have failed to produce, gather, and consider information necessary for taking into account the effects of the Futenma Replacement Facilities on the Okinawa dugong and for determining whether mitigation or avoidance measures are necessary and possible." Therefore, the court's "CONCLUSION", on the last page of its judgment is as follows:</p> <ol style="list-style-type: none"> 1. Defendants have failed to comply with the requirements of the NHPA section 402, 16 U.S.C. sec.470a-2, and this failure to comply is agency action that is unreasonably delayed and unlawfully withheld, 5 U.S.C. sec. 706 (1). 2. Defendants are ordered to comply with NHPA section 402 and this case is held in abeyance until the information necessary for evaluating the effects of the FRF on the dugong is generated, and until defendants take the information into account for the purpose of avoiding or mitigate adverse effects to the dugong. 3. Defendants are ordered, within ninety (90) days of the date of this order, to submit to the court documentation describing what additional information is necessary to evaluate the impacts of the FRF on the dugong; from what sources, including relevant individuals, organizations, and government agencies, the information will be derived; what is currently known or anticipated regarding the nature and scope of Japan's environmental assessment and whether that assessment will be sufficient for meeting defendants' obligations under the NHPA; and identifying the DOD officials with authorization and responsibility for reviewing and considering the information for purposes of mitigation. 4. If plaintiffs desire to respond to this submission, they shall file their response within forty-five (45) days of the defendants' filing. <p>At the end of this summary, it is worth noting the following warning which the court dared to make clear: "Satisfaction of defendants' obligation under section 402, therefore cannot be postponed until the eve of construction when defendants have made irreversible commitments making additional review futile or consideration of alternatives impossible." This is exactly why the NHPA requires the take into account process "prior to approval of an undertaking," at the time early in the planning stages of a federal undertaking when there is still a meaningful opportunity to consider adverse impact and mitigation measures.</p>

● Policy Topics

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Title	Towards an East Asian Community? Lessons to Be Learned from Europe?
Author	役重 善洋 Yoshihiro Yakushige パレスチナの平和を考える会 メンバー 京都大学大学院 人間・環境学研究科 修士課程(2008年3月1日現在)
Title	パレスチナ人一人ひとりの生から見た中東問題 Middle East Issue in the Light of Palestinians' Life
Author	吉岡 泰夫 Yasuo Yoshioka 国立国語研究所 研究開発部門 上席研究員(2008年3月1日現在)
Title	医療コミュニケーション適切化のための社会言語学的研究 A sociolinguistic study for the optimum medical communication