

Always Think in Terms of Seisei Hatten

Seisei hatten means birth, growth, development and transformation. All things in this universe change, but they do not simply change, nor do they simply degenerate and die out. New things are produced out of the things which perish. The old dies out, the new is born and develops. This process is *seisei hatten*.

A sound management philosophy must be founded on natural and social law, and must not reflect the subjective ideas of an individual manager. What, then, are these natural and social laws? Since they are so expansive in breadth and depth, these laws are, of course, difficult to fully define using human knowledge, but they fundamentally concern the constant cycle of *seisei hatten*.

All of nature and the universe have been undergoing a process of constant *seisei hatten* from the beginning of time, and they will continue to do so eternally into the future. It is in the midst of all this that human society and communities will continue to develop eternally, both physically and spiritually.

This law of *seisei hatten* is at work in the universe and in society, and it is within this context that we conduct our business activities. My own management philosophy has developed by being grounded in such ideas.

For example, there is talk about the impending exhaustion of natural resources, with the gravest forecasts giving the human race only several more decades of survival.

I fundamentally cannot believe that this would be the case. Certainly, if we look at specific resources, we find that some are finite in quantity, and their entire supply may be exhausted. However, I believe that the people involved in dealing with these questions will find answers through advances in human knowledge. This is what humans have done in the past. The population has certainly increased, but the quality of life when the population was still small was nonetheless poor. Ordinary people today are living lives that in some ways are more luxurious than those once available to royalty.

This is made possible by both nature and what humanity has been able to create from it. In other words, natural and social law works to stimulate the unending cycle of *seisei hatten*.

If we were certain that the earth's resources would be exhausted and that humanity would reach the brink of extinction within several decades, business management would have to take appropriate measures. No new investments would be made, and all companies would drastically cut back or cease operations altogether.

If we accept that the universe is constantly being renewed, then our thinking and planning about the future will change. The tempo of growth and development may vary at different times, but if we recognize that the human community will continue to go through periods of *seisei hatten*, then we know that we will sometimes be required to provide an increased supply of goods and services to accommodate that growth. If we fail to do so, *seisei hatten* will not occur. This is why it is important for corporate management to call for new development and new investments over time.

Of course, while the process of *seisei hatten* is about the continuous birth of the new, it also implies that something else is being depleted or consumed. All of these are aspects of the same process. Similarly, in business management, individual products and industries have a certain life span. But we cannot focus

solely on that, or lose sight of the larger picture of *seisei hatten*.

The human community, like nature and the universe that encompasses it, is constantly undergoing *seisei hatten*, and it is vitally important that we fundamentally recognize that we are conducting our business activities within this context. A clear understanding of this makes it possible for a business to develop truly bold management in any situation.

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