

OMOTENASHI

7 Japanese Secrets for Creating Wealth

~ Bringing Harmony & Integration to Mind, Body, Relationships, Environment, and Economy ~

Yuko Tahara

From Hiroshima, Japan

Hiroshima — the first city in the world to experience an atomic bombing, now a global City of Peace. Born and raised here through high school years in a family of atomic bomb survivors, Yuko received peace education from early childhood, listening closely to the testimonies of survivors. Every year on August 6th at 8:15 AM, all students in Hiroshima from elementary school through university observe one minute of silence in prayer for peace.

Tacit Knowledge Researcher | Professor | Founder of F&WM® Methodology | ICMCI Certified Consultant / Executive

01 Profile

Name	Yuko Tahara
Representative Director	Knowledge Management Lab (General Incorporated Association)
President & CEO	Basic Corporation
Professor	Graduate School of Social Design Studies Professor (guiding tacit knowledge formalization, knowledge sharing, human resource development, and organizational development)
PhD Program	Keio University, Graduate School of System Design and Management — Currently enrolled in PhD program
Outside Director	Outside Director, 3 listed companies: Kanematsu (General Trading) · Sanyo Homes (House Builder) · Nanto Bank (Banking)
Trustee	Kwansei Gakuin (alma mater) — A Protestant Methodist mission school spanning kindergarten through graduate school & international school. School motto: Mastery for Service
Academic Society	Board Member & Chairperson of Annual Conference, Japan Knowledge Management Society
Certification	ICMCI Certified Management Consultant (International)
Books	16 books published (incl. 'Real Working Style from Age 55' / 'Your Family's Illness Is a Message to You' / 'Mental Detox to Ease the Hard-Working You', and more)
Awards	3x Practice Paper Award — JMCA, Japan Management Consulting Association (sponsored by Ministry of Economy, Trade and Industry) Consultant of the Year 2023 / Program Innovator of the Year 2024

Track Record

30+ years of practice — nurturing 1,500+ organizations and 130,000+ individuals

02 Unique Strength

Yuko Tahara's greatest strength lies in the integration of many roles within one person. Very few people in the world possess this combination of qualities.

Researcher	Academic researcher of tacit knowledge & knowledge management (Keio University PhD program, currently enrolled)
Educator	Graduate school professor cultivating next-generation leaders; also Trustee of Kwasei Gakuin (alma mater)
Practitioner	ICMCI Certified Consultant. 30+ years of field practice across 1,500+ organizations and 130,000+ individuals
Executive	Representative Director of Knowledge Management Lab; Outside Director of 3 listed companies

03 My Story of Transformation

[What is OMOTENASHI?] Wishing for peace from the heart, and caring for the person right in front of you — so that the relationship between you becomes harmonious, and both of you feel a sense of wellness and happiness. And it brings Harmony & Integration to Mind, Body, Economy, Environment, and Relationships — overflowing with true abundance. OMOTENASHI is Japan's wonderful wisdom.

· Deep reflection on my past self

I was once a dictatorial leader. Employees resigned daily, and I criticized those who could not keep up as 'simply not trying hard enough.'

· The turning point — realizing I had been relying on others while avoiding my own transformation

My daughter became a school refuser after being bullied in middle school and fell mentally ill. For over 10 years, I took her to the best hospitals, psychiatrists, crystal healing, hypnotherapy, spiritual gurus — seeking a cure. Then one day she said: 'Mom, I don't need to be fixed.' It was only after years had passed that I came to realize I had never truly faced her myself — I had kept turning to external forces.

The root cause of my daughter's illness was not the bullying — it was me, her mother. I had been acting not out of love for my daughter, but out of ego — wanting to be seen as a 'good mother.' It took more than 10 long years to realize that true love meant gently holding my bullied daughter and accepting her exactly as she was.

· My father, mother, and sister all fell ill simultaneously — an intense season of caregiving

My father developed severe pneumonia and was hospitalized in emergency, my mother developed dementia, and my younger sister reached a terminal stage as her breast cancer metastasized to her brain — all overlapping. I cared for all three simultaneously while continuing to work. My father and sister have since passed. This experience was featured in PRESIDENT WOMAN (Japan's leading business magazine for women leaders) as 'The Reality of Caring for Three Family Members at Once — Beyond Comparison with Childcare.'

Looking back, I came to understand that the deep conflict between my mother and sister likely stemmed from my sister — born premature — repeatedly developing illnesses throughout her life as a way to draw out the maternal love she desperately craved.

· From a thin thread of hope to the light of today

After deep reflection and 10 years of continuously transforming myself, my daughter began to recover slowly, like layers peeling away. My husband, whom I once couldn't bear to be near, is now someone I love from the bottom of my heart. The family members who had harbored resentment — blaming their unhappiness on one another — were transformed into relationships overflowing with peace, harmony, love, and abundance, as if we had become an entirely different family.

· **Discovering the origin of OMOTENASHI and JIRI-RITA** Through this long and painful journey, I came to understand — in my very bones — that caring for others with compassion brings harmonious change. My daughter's illness was fully healed, and today each member of our family lives their own wonderful life. Remarkably, around the time of my daughter's recovery, the employee resignations at my company came to a complete stop as well.

04 OMOTENASHI — 7 Japanese Secrets for Creating Wealth

Seven core principles of Japanese tacit knowledge, developed through decades of research, practice, and global implementation.

The various challenges Professor Yuko Tahara has faced are, in fact, phenomena occurring across all people, organizations (families), companies, and societies. For example, the parent-child relationship closely mirrors the manager-subordinate relationship. These insights have been distilled into a highly reproducible program — '7 Japanese Secrets for Creating Wealth.'

#	English	Concept & Meaning
Pre-mise	JIRI-RITA: Only when you are fulfilled can you truly give	Self-benefit and other-benefit — only when you are fulfilled can you give to others. <i>By wishing for others' happiness, positive influence and change arise. As vibration shifts, the consciousness of all involved transforms.</i>
1	<i>Give Before Being Asked</i>	OMOTENASHI — by sensing and caring for others with compassion, transforming all relationships and the world around us into Health & Wellness
2	<i>Accept What Is</i>	Acceptance — the power to receive what is, exactly as it is
3	<i>Your Gain Lives in Others' Gain</i>	JIRI-RITA — your happiness and others' happiness are one and the same
4	<i>Harmony as Strategy</i>	Wa (Harmony) — understanding that harmony brings peace to all domains of life
5	<i>Forgive to Be Free</i>	Pray for peace, forgive — releasing yourself and becoming truly free
6	<i>The Power of Tolerance</i>	Generous heart — the strength to embrace differences and diversity
7	<i>Order Creates Freedom</i>	Order — our own actions and behaviors create our environment and culture

When these 7 principles are fully understood and practiced, they bring abundance to every individual, family, organization, and society. OMOTENASHI is Japan's traditional Mastery Wisdom. Through the F&WM® Methodology, it is made explicit and reproducible — by anyone, anywhere, anytime.

※ Note: Japan's wonderful qualities — JIRI-RITA, tacit knowledge, and SASSURU (sensing others' needs) — have both light and shadow. The Japanese tendency toward SONTAKU (excessive deference — erasing one's own thoughts to

accommodate others) is both a uniquely Japanese virtue and an unhealthy pattern. True OMOTENASHI flows from a full heart, not from self-erasure. JIRI-RITA: only when you are fulfilled can you give to others.

05 Four Vessels of Tacit Knowledge — The Essence of OMOTENASHI

Tacit knowledge is wisdom that cannot be fully verbalized. It resides in the following four vessels.

Professor Yuko Tahara is Japan's foremost authority as a researcher and practitioner of tacit knowledge — transforming invisible wisdom into visible, reproducible form through culture, systems, structures, education, and programs.

Vessel	Example	Tacit Knowledge	Connection to Yuko's Story
Individual	Master craftsman, producer's intuition	Unverbalizable sense, judgment, intuition	Reconsidering her self-righteous past through JIRI-RITA and deep introspection became the very origin of Yuko's tacit knowledge and altruistic heart
Organization	JAL Haneda accident (2024): cabin crew evacuated all 379 passengers in 18 minutes, zero injuries	Calm organizational judgment rooted in training — beyond any manual	Family as 'organization': her daughter's endless performance as the 'good girl' — a sycophantic structure — was itself the distortion within that family organization
Company	Toyota KAIZEN & 5S; Japan has more 100-year-old companies than any nation in the world	Practical tacit knowledge cultivated on the floor, transcending philosophy to become global management wisdom	30 years of practice transforming tacit knowledge into explicit form — changing many rigid, stagnant corporate cultures
The World Around Us (Culture / Society)	OMOTENASHI, SASSURU, classroom system. President El-Sisi (Egypt): 'Japanese people are walking Qurans' — now implementing Japanese-style education nationwide	The very embodiment of JIRI-RITA as living tacit knowledge. Those who enter the Japanese cultural environment — regardless of nationality — naturally absorb this wisdom ※ Those who live in Japan use tacit knowledge as a matter of course and often fail to notice it themselves	From tourists to presidents — those who viewed Japan with objective eyes recognized its remarkable tacit knowledge and are incorporating concepts similar to OMOTENASHI as national strategy in education and industry

These four vessels are interconnected and can be changed from any point. A single individual can transform a family; a family can transform an organization; an organization can transform a company; and a company can transform the culture around it. Change begins anywhere — and ripples outward.

06 Frame & Work Module® Methodology (F&WM®)

A 7-step systematic methodology developed by Professor Yuko Tahara for converting tacit knowledge into explicit, transferable, and reproducible knowledge. Validated across 1,500+ organizations over 30 years. Recognized with 3 Practice Paper Awards from JMCA (sponsored by the Ministry of Economy, Trade and Industry); Consultant of the Year 2023 and Program Innovator of the Year 2024. Applied in corporate OMOTENASHI implementation programs as well as individual self-development programs.

Step	Step Name	Description
STEP 0	Visualization	Clarify current state and locate where tacit knowledge resides
STEP 1	Modularization	Break down work and knowledge into meaningful, manageable modules
STEP 2	Frame Standardization	Verbalize and standardize frameworks for thinking and judgment
STEP 3	KW (Knowledge &	Convert tacit knowledge into KW lists — thought processes and judgment

	Wisdom) Listing	factors made explicit and reproducible for anyone, anytime
STEP 4	Frame & Work	By practicing within a framework, one breaks through the framework and is reborn anew (The Japanese concept of Shu-Ha-Ri: Follow the form → Break the form → Transcend)
STEP 5	Knowledge Meeting	Create structured sessions where teams convert tacit knowledge into explicit knowledge and share it
STEP 6	Knowledge Analysis & Accumulation	Analyze outcomes and patterns, accumulating them as organizational knowledge and culture
STEP 7	Knowledge Diffusion & Creation	Further evolve and deepen accumulated knowledge, creating new knowledge

07 Track Record & Global Implementation

◆ International Activities

The following are examples of countries and organizations that value Japan's tacit knowledge and OMOTENASHI — and are adopting them as national strategy.

- **【OECD/NEA Symposium — Panel Speaker】** Participated as a knowledge management expert in the panel discussion at the world's first OECD/NEA 'Symposium on Information, Data and Knowledge Management for Radioactive Waste: Challenges Across All Timescales' (Pacifico Yokohama, October 7–10, 2025)
- **【Egypt】** Advisory support for ElAraby Group (major home appliance distribution group) — a company practicing the spirit of altruism and Japanese-style management — on knowledge management and F&WM® implementation
- **【Uzbekistan】** MOU signed in December 2025 with the Cabinet of Ministers, Migration Agency of Uzbekistan, toward providing Japanese-style vocational education

◇ Reference: Countries adopting Japan's tacit knowledge and OMOTENASHI as national strategy

- Egypt: Japanese-style universities, technical colleges, high schools, middle schools, and elementary schools have been established. Egyptian-Japanese Schools (EJS) — currently 69 schools (targeting 100 by 2027, 500 by the future). Students clean their own classrooms through Japan's Tokkatsu system. Remarkably, children who learn this take it home and gently remind their parents not to litter.
- Qatar, Uzbekistan, India: Japan's classroom system adopted as national strategy; over 100 Japanese school principals deployed

◆ Domestic Activities (Japan) — approximately 30 years of practice

- Consulting for all major electric power companies; served as committee member for the Ministry of Economy, Trade and Industry and Ministry of Health, Labour and Welfare; received special commissioned projects from the Ministry of the Environment and Japan Patent Office
- As professor and consultant: converting tacit knowledge into explicit form across diverse fields — from traditional crafts, artists, and master craftspeople to hospitals, care facilities, schools, kindergartens, and government organizations
- Fields covered: sales, human resources, product development, planning, management, and more
- Major corporate clients include: Panasonic, Daikin, and other leading Japanese corporations

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~ The altruistic heart transforms the world from within ~

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