Chapter 1

NEW EMPOWERMENT MODELS ON PRACTICAL STRATEGIES FOR WELLBEING

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ABSTRACT

Empowerment is something that gives people hopes and dreams, brings them courage, and prompts them to be filled with the strength to live. It is a wonderful quality that should be present in everyone.

People are born with splendid abilities. And throughout their lives, they can continue to demonstrate magnificent strengths. It is empowerment that draws out that magnificent power—in the same way that spring water flows steadily out of a natural fountain, it is empowerment that allows the vital force and potential that lie hidden deep within us to flow.

In the practice of health social services, the magnificent potential that each individual initially has is awakened, prompted to manifest, and is leveraged through activities for the good of people's lives and for the development of society. In groups of people such as in the context of a business enterprise, the potential vigor and capabilities of each employee can be drawn out skillfully and leveraged as energy to be linked to staff development and corporate growth. These are the things that empowerment—needed by organizations, groups, and people—are all about.

Empowerment is one method for realizing a society in which everyone is the hero of his or her life, where they can enjoy the differences between themselves and others and are able to embrace the joys of living alongside one another.

This chapter covers latest theories and practices of empowerment. It constructs 1) the principles of empowerment, 2) the essence of empowerment: resonance between individuals, friends and colleagues, and organizations, 3) creating an environment for empowerment, and 4) design techniques to enable empowerment for its application. The work is filled with tips that come from an array of scenes at the front lines where people stand by the brilliance of life.

1. DEFINITION OF EMPOWERMENT

The word *empowerment* consists of the word *power* with the prefix *em*, which together means drawing out and demonstrating the potential power within us.

Put simply, it means giving people hopes and dreams, offering them encouragement, and prompting them to generate within themselves the wonderful potential strength to live that everyone essentially has. It is the act of enlivening people, drawing out their power, forming bonds, and developing networks of empathy. By becoming aware of the magnificent power that lies within individuals, organizations, or communities, developing such strengths, communicating and sharing these sentiments, and having them resonate among us, it becomes possible to nurture new ways to work together. In a sense, it is an extremely creative type of power. It is a type of power that triggers the imagination, spreads, and strikes the true essence of colleagues and organizations like a pulse.

The word empowerment is used in various fields, and in fact has different definitions depending on the area in which it is used. To introduce some of them, in education it is defined as intrinsic motivation, experiences of success, a sense of competency, the development of strengths, and self-respect. In the field of social development, it is defined as respect for mankind, belief in the potential capacity of all people, and activities aimed at creating a fair and equal world where those potential abilities can be demonstrated. As to the area of business, it is creative decision-making from the delegation of authority and expanded responsibility. In social welfare, empowerment is defined as the process that a person undergoes to gain greater control over the decision-making and activities that influence a person's well-being.

2. PRINCIPLES OF EMPOWERMENT

There are eight principles for empowerment:

(1) A person chooses his or her own objectives.
(2) The person takes initiative and the authority to make decisions
(3) The person considers his or her issues and the ways through which to resolve them.
(4) Successes and failures are analyzed as opportunities to learn and build capacities.
(5) Inner elements within the person and their supporters are discovered and fortified to change behaviors.
(6) The person is prompted to participate in the process of resolving issues to boost their sense of responsibility.
(7) Improvements are made to networks for supporting the process of resolving issues and their resources.
(8) Motivation is boosted toward improving conditions for the person (such as the achievement of his or her objectives or their well-being).

In other words, the principles for empowerment are based on the individual. It is therefore the role of supporters—experts, superiors at work, or colleagues—to prompt an individual to generate power that oozes from within them and to improve their surroundings

to enable that to happen. The individuals that we refer to here include people who are centrally involved, both people and organizations. Supporters mean people or organizations that offer them support.

These principles for empowerment apply not only to individuals but to all people and organizations (Anme, 2007). It is also essential to improve conditions when promoting empowerment in groups of people and organizations such as companies to have their individuals select their objectives and actively participate in taking initiative, the authority to make decisions, and lead the process of considering steps to resolve issues.

3. TYPES OF EMPOWERMENT

There are three types of empowerment: self-empowerment, peer empowerment, and community empowerment. Self-empowerment means bringing out one's own capacities. Examples of this might include the use of a certain method for building motivation or to absorb oneself in a favorite pastime to relieve stress. Peer empowerment is to draw out individual capacities through peers, such as by dining together or talking with one another. Community empowerment is the leveraging of communities, organizations, the workplace, or their systems to invigorate such groups. Examples of community empowerment include activities undertaken by the entire community to organize something together such as an event or a local festival. The combined use and leveraging of these different types of empowerment are essential in order to realize something that is both sustainable and effective, and are called synergy model for empowerment (Figure 1).
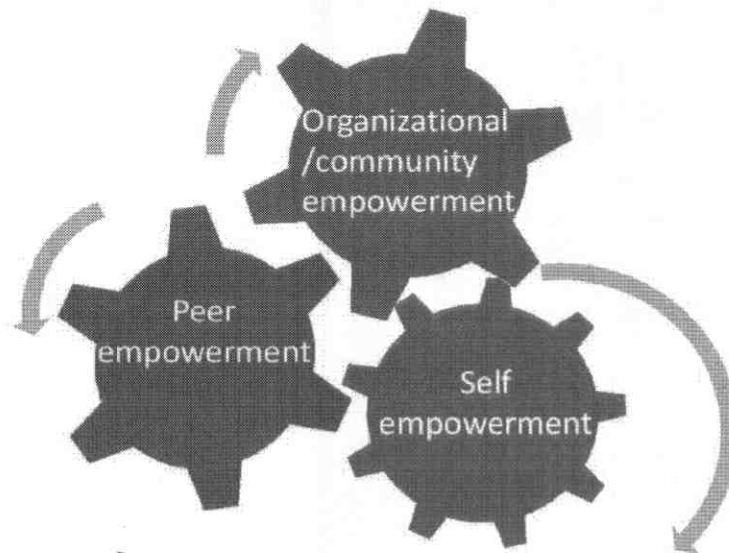

Figure 1. Synergy model for empowerment (Anme, 2008).

4. PREREQUISITES FOR EMPOWERMENT

There are three prerequisite conditions for all three types of empowerment: self, peer, and community. They are:

(1) Hope: The presence of a visible goal that leads to hope.
(2) Faith: An individual's ability to believe that they have the capacity to head toward their goal. Self-efficacy and group efficacy (a sense that it is possible for an individual or a group to take approaches toward external matters).
(3) Meaning: The ability to find meaning in aiming for and working toward a goal.

What is necessary is that all three of these prerequisites are in place (Anme, 2008).

For example, let's say that a cancer has been detected in your body. You might get upset and ask, "Why me?" or deny that such a thing could happen to you. Or perhaps you would be overwhelmed with shock and fall into a state of depression or start praying to the gods to save you. But once you've settled down from the initial impact, you'll probably face reality and take some sort of action to try to resolve the issue. What is necessary in order to do that? First you need to have hope that you will recover. Next, you need to have faith that you have the strength and ability to endure treatment and recover. And by believing that such efforts have meaning, you'll be able to inspire yourself.

The same applies to peer or community empowerment. How do you cope when faced with a major crisis? You will probably establish a goal for opening up the future, have faith in your own capacities, give meaning to the efforts for moving forward a step at a time, and attempt to overcome the situation.

It is not limited to crisis situations. Whether it's daily life or work routines, people fall into a powerless state if they lose these three elements. A powerless state is a condition in which you entertain negative thoughts such as the belief that you are unable to do anything or conviction that there is no meaning to your existence. Social ignorance can be a knife that significantly cuts into the meaning of hope, a sense of efficacy, or the act of making an effort. A state of social ignorance where a person is ignored despite the presence of people around them is strongly associated with a worsening in the person's physical condition. There has also been a report that a powerless situation due to abuse or domestic violence can damage the nervous system.

5. LINKING EMPOWERMENT BETWEEN INDIVIDUALS, PEERS, AND THE COMMUNITY

There are three criteria to link self-, peer, and community empowerment that are necessary for its promotion:

(1) A sense of pride in oneself
(2) The ability to enjoy differences
(3) Believing in the capacities of groups

First, it is necessary to believe in and have pride in yourself, as it isn't possible to have pride if you don't believe in yourself. Only by having a sense of self-pride does it become possible to recognize others.

The next requirement is to have the ability to enjoy differences with other people. Diversity is the basis for community development. In the theory of evolution, evolution is reported not as being rational but rather as the building of rationality over the irrational. It is from diversity and ambiguity that may be unclear that new values and things with meaning are given birth. Therefore, it is necessary to cherish an unorganized and ambiguous world and objects that may appear at a glance to be meaningless. It is also interrelated to a sense of playfulness and room for growth.

The next prerequisite is to believe in the capacities of peers and groups. A sense of trust, which is necessary among peers and communities, does not stop at trust between individuals. It is the ability to recognize various characteristics and to believe in the capacities of a group or community which includes such diversity.

One example is inclusive education where children with special needs spend time together with others who do not have disabilities. Each child is able to gain confidence in themselves and accept their differences as things that are simply natural while they enjoy growing together. As to adults, recognition from peers will lead to reciprocal recognition for others, which will then tie in to teamwork.

6. THREE PERSPECTIVES REQUIRED OF SUPPORTERS

What supporters of empowerment need to do is to clarify the needs and values of the relevant persons, assess what it is that they are able to do, and facilitate their environment.

Values of the relevant persons mean the history, culture, and sentiments that individuals and communities hold dear. Needs are the things that individuals and communities seek. It is not uncommon that such needs and values are different from what supporters expect, and communication is the first step for empowerment, which is possible by gaining an understanding of the things that people desire or consider important through language, expressions, or mannerisms. The words that are spoken by someone are not necessarily a reflection of their true needs. We hope that we can be supporters who are able to understand the deeper sentiments that lie behind speech.

As mentioned in Session 2, the principle of empowerment is that it is the people who are the main focus. They should prepare environments in which they can continuously perform within their own power. In the case of businesses, the extents that consumers want to use a company product or feel that a product is usable are indicators for company-led measurements of the levels for realizing its commercialization. Thus, there are three perspectives that are required among supporters:

(1) The values or sense of worthiness among the subjects of empowerment
(2) Their needs
(3) What they are able to do (or sense or mutual sense of feasibility)

In business, the establishment of systems where companies and consumers support one another—or empower one another—is what brings on development. A company will grasp the needs and values of consumers and their sense of what products are usable and offer high quality products and services to offer them empowerment. Likewise, consumers will empathize in their own way with the values, needs, and wonders of such products and services, offer high ratings for the value of the brand, and communicate information to society to empower the company. In these ways, the promotion of such interactive empowerment is essential for the development of the community.

As another example, we'll consider a case where a new employee is unable to adapt to his workplace. In such a situation the people around him need to understand his situation and accept him. They need to get involved with the employee to draw out his potential by giving thought to what types of dreams he had embraced when he joined the company, what he believes to be his strengths, and what activities bring him joy.

Let us now consider a case from the health and welfare scene. We have an elderly person who would like to continue to live at home but has a problem with walking. We can respect their wish to live at home and remove the different levels of the floor to make it flat. A durable walker that is strong enough to support the person's weight can be used for their shopping needs or when they want to take a stroll. A meal delivery service can be used for dinner, and a professional caregiver can come to check on them once a day. The ability to manage independent daily living in these ways will lead to pride and dignity.

7. THREE ELEMENTS FOR DEVELOPING EMPOWERMENT

Three elements for developing empowerment are plasticity, diversity, and integrality (see Figure 2, Anme, 2015).

Plasticity: Plasticity of and adaptability to objectives, procedures, and methods.
Diversity: Inclusion of various possibilities
Integrality: Coherence from a long-term perspective

Plasticity refers to the act of making improvements in a person's plasticity of and adaptability to objectives, procedures, and methods. It's a strength that enables them to cope with change. With plasticity, they are able to endure difficulties and always face tasks with a positive attitude. It is a crucial element for empowerment.

The original meaning of plasticity is to deal with things in a smooth manner and the nature of changing while adapting to conditions. It is a term that is used at various levels, from molecules to internal organs, solid matter, the environment, to the universe.

Among these, three types of plasticity are particularly closely related to the deployment of empowerment: neuroplasticity, cognitive plasticity, and environment plasticity (Figure 3).
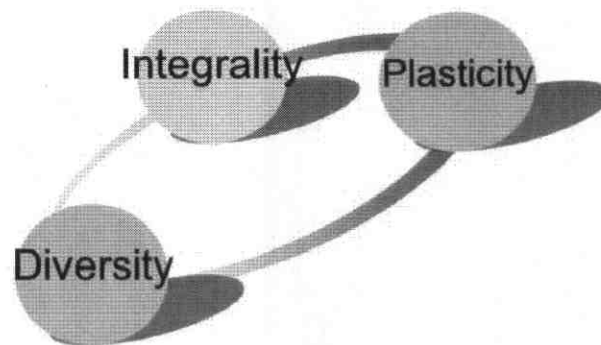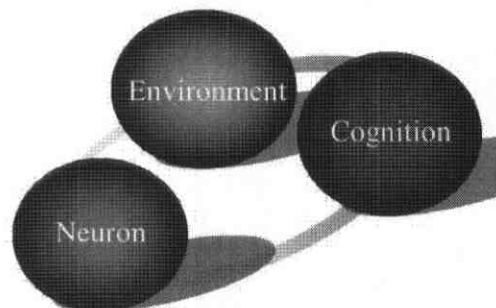
Figure 2. The three elements of empowerment.

Figure 3. Plasticity.

Neuroplasticity is a characteristic of the cerebral nerve, and it builds associations within the nerves depending on conditions. It is the modification of the way that things are viewed and adapting. Environment plasticity, an ecological nature of the environment, refers to its modification for stability and balance amid changes in various conditions such as climate change and social backgrounds.

These three types of plasticity are actually deeply interrelated. If a person modifies the way that they view things and exercise their cognitive plasticity, adjustment is also made to connections within the nervous system. Taking action and stimulating the environment will bring change to its conditions.

In other words, it is possible to change any one of the types of plasticity by intentionally modifying any one of the others, regardless of the order, and we often do this unconsciously. But conscious modification now and then can enable further enhancements in the results of our plasticity.

Cognitive plasticity, or changing the way that we see things, is probably the easiest way for us to exercise our plasticity in our daily lives. We can vigorously leverage our cognitive plasticity and adjust the circuitry in our brain for dealing more effectively as we aim to fulfill our objectives or improve our environment to enable easier action.

Diversity is the breadth of our capacity to contain various possibilities. It is a treasure for the next step in development, a principle that exists in a large number of fields such as evolution, genetics, and neuroscience.

Integrality is a state in which overall coherence is exercised over a long-term period. While people and communities may appear to be moving about separately from one another, there is a need for a framework to integrate them as a whole. There may be ups and downs at times, but growth continues as balance is maintained from a long-term perspective.

Plasticity, diversity, and integrality may be described as the pillars for empowerment.

8. DYNAMIC MODEL FOR EMPOWERMENT

Section 3 mentioned that there are three types of empowerment: self-empowerment, peer empowerment, and community empowerment, and also touched on combinations between them for synergistic models of empowerment (see Figure 1).

Of the three, community empowerment can further be broken down into three levels. They are community empowerment in a strict sense of the term, social empowerment within markets or communities, and system empowerment for systems and frameworks. There are five elements when self- and peer empowerment are included, and the dynamic association of these types of empowerment is called a dynamic model for empowerment (Figure 4). Such a dynamic model is a model that demonstrates complicated associations between the five levels of empowerment, with strengthening or weakening between them. They are similar to the five practices written in the Book of Changes which indicate characteristics such as *sosho*, or relationships, or *sokoku*, or conflict. *Sosho* refers to relationships in which elements positioned next to each other help and strengthen each other while *sokoku* stands for relationships of conflict and rivalry between elements that are positioned two items apart.

The different levels of empowerment—self, peer, community, society, and system— affect each other and are linked in a circle. Thus, they fall under a *sosho* relationship, while a *sokoku* association is also in presence.

Here are some examples of these types of relationships:

(1) An individual who is too strong may weaken an organization.

In an organization where individual independence is given weight, it may be difficult at times to make decisions as a group.

(2) The presence of some groups which are too strong may weaken systems as standards.

Strong groups or divisions that assert their claims may sometimes distort the logic of the system as a whole.

(3) A system that is too strong can bind and weaken the strengths of peers with regulations. Totalitarian control can sometimes eliminate outside groups.

(4) Peers who are too strong may create factions and weaken their society. Groups of peers who pursue their self-interests may at times pretend to be ignorant toward the well-being of society as a whole.

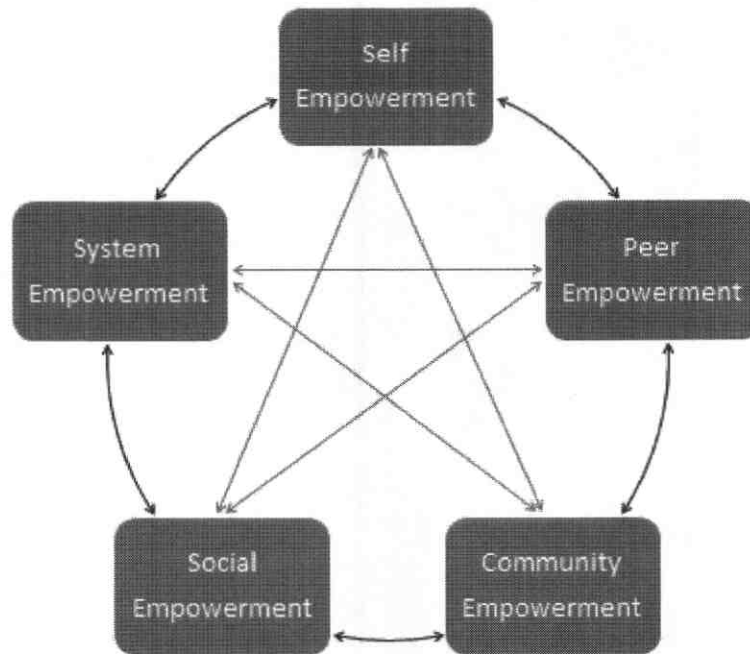(5) A society that is too strong may weaken individuals.

Figure 4. Dynamic model for empowerment.

It may enforce social norms and restrict individual freedom. The application of these models will allow the true essence of something to be seen in an overall manner and enable the observer to understand changing conditions in a flexible way.

For example, in the practice of healthcare and welfare it can go beyond simply paying attention to the well-being of individuals and enable systematic understanding of the changes in integral relationships while paying attention to the families, peers, organizations, communities, systems and frameworks, culture, or history behind individuals or other relevant factors which correspond to individual growth or aging. As to corporate environments, in addition to market development, interest has recently been focusing on how to link new technology to empowerment that involves individual consumers, their peers and communities, as, for example, how to make consumers fans of a brand as its partners. Particularly through the development of social networking services using the Internet, attention has been focusing on methods to reach out to individuals through peers and social communities. The use of a dynamic model for empowerment offers possibilities to create more effective.

9. EIGHT ELEMENTS FOR CREATING AN EMPOWERING ENVIRONMENT

In order to create an environment that enables empowerment, there is a need to have eight values for empowerment (Anme, 2008). These elements are necessary for exercising empowerment and can also be used as indicators for evaluation for measuring results.

(1) Empathy

Empathy is indispensable for an empowering environment. Empathy means individuals have their own will and also recognize that likewise, others also have their own clear will. Individuals can accept the intentions of others, apply these to themselves, and understand them. That is what empathy is about.

Empathy does not stop at associations between people. Empathy with the purposes and details of their business, projects, or programs and their results and contributions can have a significant influence on the realization of empowerment. Programs that have high levels of empathy and ties between its members will have strong momentum for empowerment.

(2) Self-Actualization

Self-actualization is a sense among each and every member that through their individual activities, they are able to realize their values. Regardless of whether they are children or senior citizens, people take action when they feel enjoyment and have a sense of meaning. Activities that offer high rates of self-actualization will arouse people's desires to take part and remain involved in such activities.

(3) Inter-Sectoral Characteristics

Inter-sectoral characteristics are measured to indicate the ways in which each member is involved in the affairs of others, as if they were matters that pertained directly to them. Personal involvement indicates a state in which they are convinced in the presence of their roles for achieving objectives.

When a person is unable to clearly see where they stand it becomes difficult to grasp the issue at hand as their own affair. Particularly in the case of projects or corporate environments where a large number of people are involved, people are often a part of such groups for vague reasons and unable to gain an inter-sectoral sense that they are directly involved.

To promote empowerment it is necessary to have some sort of role and contribute to the whole, regardless of how small that part may be.

(4) Participation

Participation is an indicator for the extent to which each member actually feels that they are impacting their activities. Not limited to physical participation, this is an indicator for how people feel that they are clearly involved in some way.

The difference between inter-sectoral characteristics and participation is that participation includes specific actions for involvement which are visible and recognizable by both individuals and by others. People are able to give meaning to themselves when they are recognized by others. It is possible to establish the presence of their participation or involvement, which become opportunities to gain such recognition.

It is important that measures are considered so that by having people work together to create something, such efforts become positioned as invaluable experiences in their daily lives. Establishing frameworks that will lead to internal motivation—one idea for that is to promote regular participation as events in themselves.

(5) Equality

Equality, or fairness, is essential for promoting solidarity between members. They will not be able to perform unless they feel that a project or program is being conducted fairly, as

well as the feedback that is given and the treatment of each member. Without a sense of equality, they will end up losing their motivation.

One way for presenting fairness when dealing with situations where equal treatment to all members may not be possible is to explain rational reasons that will convince them and to facilitate an environment that everyone is willing to accept.

(6) Diversity of Strategies

The presence of diversity in strategies is a significant strength for individuals, groups, and also for the environment, which ties in to the procurement of a multitude of resources that are aimed at the development of a project or program. In addition to the diversity among members, consideration should also be made for the diversity of resources to be used.

(7) Plasticity

Plasticity is an indicator for assessing whether it is possible to deal flexibly with various changes in conditions and presents significant impact on the development of an individual or an organization. Performance assessments are made on the extent to which members, the project or program, or the process for achieving objectives may be carried forward while implementing modifications, regardless of changing conditions or changes among members.

(8) Innovation

Innovation for future development and possibilities for sustainability will bring members a sense of security. This is because by envisioning the future, it becomes possible to establish standards for behavior and determine roles in a strategic manner. Performance assessments are made for projects and programs by examining whether there are prospects for innovation for growth and stable sustainability.

10. SEVEN TIPS FOR CREATING AN EMPOWERING ENVIRONMENT

Tips for the effective promotion of empowerment (Table 1) are as explained below.

Table 1. Seven tips for promoting empowerment (Anme, 2008)

1. Have clear objectives
2. Enjoy relationships
3. Create networks of empathy
4. Produce a sense of comfort
5. Offer flexible forms of participation
6. Always aim for development
7. Have a perspective of evaluation

(1) Have Clear Objectives

First it is necessary to involve the relevant subjects. By subjects we do not only mean the people who are directly involved in the matter at hand; they include everyone with whom the subjects come into contact: those who are in need of support, employers, friends and families of consumers, and residents of the community who are associated with the particular project. Clear objectives, which reflect the values of the subjects, are established based on their needs. These values include standards and policies that must be maintained within the process for realizing the targeted conditions. The values of each and every member are brought together and the basic ways of thinking of the group, its principles, guidelines, and guidelines for action shared.

The presentation to subjects of results that match their values will often lead to a sense of unity and a will to participate, while it is difficult to achieve a sense of satisfaction by simply sharing values to suit the occasion for a particular project or exercise. The reason for that is because we are able to affirm the meaning of our existence or our work when we achieve a sense of connection and empathy with our peers or with the people in our society. The effective steps to take are to give importance to individual values while always recognizing the values that the group or organization aims to achieve and affirming such matters verbally.

A need will arise for values that are based on empathy, which will enable members to understand and feel that they can make an impact on knowledge that is worth sharing with others, issues, new ideas, and future activities. Such values are determined by participating members.

Another recommendation is to have someone other than the members of the group, such as a person in a supporting role or an external expert, set such values. It is preferable to obtain multifaceted opinions from experts on the social values of a particular initiative or how it might be possible to draw out more capacities.

(2) Enjoy Relationships

This means finding enjoyment in associations between people and communities or the process of working on a theme in itself.

Sharing enjoyment with others is the most important principle of empowerment, as it relies largely on self-actualization based on empathy. The important things that enable people to share enjoyment are an open atmosphere that invites voluntary involvement and prompts people to enjoy associating with others; a sense of reciprocity that gives them a sense that they are gaining something, although there is no need to be able to clearly identify what that something is; and above all, a sense of trust. Confucius said, "One who knows is no match for one who likes. One who likes is no match for one who enjoys." The most effective way to achieve something is to enjoy it.

Empowerment may be described as empowerment through connections. There is a need to boost ties between people and communities and to create environments that enable people to enjoy those ties.

(3) Create Networks of Empathy

Networks of empathy are for enabling subjects to have a sense of closeness and stimulation while experiencing a feeling of connection. Closeness means a relaxed sense of security while stimulation refers to a sharp sense of tension. The combination of both aspects is known to invigorate empowerment.

When personal relationships between people are strong and a high level of closeness exists, activities within the community as a whole will be enriched, as the trust that is nurtured through daily personal exchange will be tied in to new activities. Conversely, close associations can be developed through overall activities as well. On the other hand, a sense of stimulation will increase if there are opportunities to belong to multiple groups depending on the situation. Stimulus is obtained through a new position in a new group outside the constraints of daily associations.

To promote the development of networks of empathy, regular activities and stimulating new activities can be combined intentionally, taking steps to boost personal relationships with new people and expanding the scope of stimulating topics.

(4) Produce a Sense of Comfort

Neuroscience has revealed that the brain is an organ that experiences comfort from rhythms. Everything that exists in the natural world has been demonstrated to have a rhythm. From the rhythm of plants and animals during growth to the rhythm of the expanding universe, periods of growth or suspension, repetition and change, a rhythm is something that is found in all processes of growth and development. The same may be said for the growth of individuals, communities, and society: the growth of relationships between people, people and communities, or people and society.

So to promote growth and development, it is crucial to intentionally create rhythm. Whether the subject is an individual or a community or organization, a rhythm promotes growth. For example, even if a person is facing challenges and is biding his or her time, when viewed from a long-term perspective it is often an opportunity for the person to take the next major step for growth. The science of lifelong development indicates that the presence of vulnerability makes it possible for people to develop the strength to overcome difficulties and the empathy to be considerate of others. The area of aquaculture occasionally introduces large fish to intentionally create a tense environment for the smaller fish, which is said to actually invigorate the smaller specimens and extend their longevity or improve their state of reproduction.

A rhythm is a wave motion. It serves as a wave motion in the human body, such as a heartbeat or a brain wave, to ensure that energy is spread throughout the body. It can also invigorate a particular subject, people, or communities.

The following types of initiatives are effective for generating a sense of comfort:

1) Maintaining a balance between stimulation from coming into contact with a large number of people and opportunities to create close relationships.
2) Maintaining a balance…. between debates for coming up with new ideas and training sessions aimed at disseminating existing knowledge.
3) Creating a rhythm of the comings and goings of various people and conducting an array of activities.
4) Developing an awareness of the pulsation felt toward actions such as personal interaction or development.
5) Intentionally generating a rhythm that matches occasions.

In order to promote empowerment, a rhythm should be created for periods for making efforts for dealing with change, as well as for maintaining order. Change stands for a person's

acute sensitivity to changes in his or her surroundings, and order is the effort to organize the methods which have been developed for adapting and expanding them more effectively and efficiently.

Efforts for coping with change should start by reviewing the standards of value that people and communities have, without realizing it, as the basis for decision-making. An assessment should be made on whether they are desirable or require modification and then flexibly adjusted according to need. What is necessary is the clarification and review of such bases.

In dealing with change, it is necessary to eliminate past concepts and methods. In reality, however, many people and communities are not skilled at discarding such conventional beliefs and tend to adhere to what they are familiar with, particularly if things have been going well in the past. Rather than changing the course of their direction to what is necessary, they try to continue to use the same concepts and methods in a more efficient way.

It is essential to identify the things that should be modified and those for which order should be maintained. Change is the opposite of order, and it means the destruction of preconceptions, or is itself the object of destruction.

Initiatives for coping with change: a review of the preconditions and frameworks behind the concepts, actions, and decision-making of people or communities, an assessment of desirability, and modification if so required. Initiatives for order: the dissemination of shared values. It is an opportunity for individuals and communities to show their skills in just how beautiful a rhythm they can weave these together to give life to empowerment.

(5) Offer Flexible Forms of Participation

A fundamental rule for the roles and state of people's participation is that flexible leeway is given so that periodical changes can be recognized. Examples of the forms of participation include the following (Figure 5):

1) Coordinator: A person who takes on a role for making adjustments to plans as well as for the organization.
2) Core member: A person who is proactively involved in planning and operations.
3) Active member: A person who is involved in activities on a daily basis.
4) Cooperating member: A person who takes part when they are interested.
5) Consulting member: A person who offers expert information and technical skills according to need.

Consideration should be made for planning activities so that members at each level will feel that they can fulfill their roles at any time.

Rather than enforcing participation, an effective way to exercise successful empowerment is to create a mood that attracts people like a magnet and enables people to take part in a casual and natural way. It is also important that the forms of participation are made flexible and interchangeable so that any member can be active as a core or active member based on need.
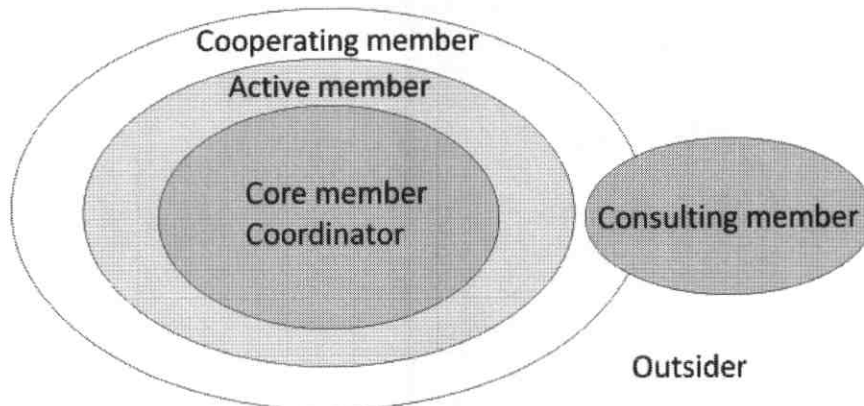
Figure 5. Types of participation.

(6) Always Aim for Development

People and communities are both entities that cannot remain unchanged in a single state. They are invigorated by moving toward the future, always aiming for growth. Instead of becoming fixed, various members are accepted in a flexible manner. Dynamic activities get underway while they adapt to their environment.

What empowerment aims to achieve are people and communities that are invigorated. By prompting them to generate their potential power, it becomes possible to bring them change.

Charles Dederich, who founded a self-help community for drug abusers in the United States, introduced the expression, "Today is the first day of the rest of your life."

What is important is to be prepared with a plan for always aiming for development in order to maintain a lively perspective for the future.

(7) Have a Perspective of Evaluation

To appreciate the significance of conducting activities, it is necessary to have a perspective for understanding their meaning, to be able to evaluate them. By being aware of the meaning of things that are associated with the community and their activities and understanding their objectives, results from activities, impact, and costs, it will be possible to achieve a sense of satisfaction and develop outlooks for the future.

In order to promote empowerment, it is necessary to always reveal the value of activities that take place. They are assessed over the course of activities as required for the purpose of conducting objective evaluations. The level of strength, both apparent and potential—the amount of strength that is present and the level of potential strength that potentially exists— are made clear. And furthermore, new methods are proposed and predictions are made on issues that may arise in the future.

By presenting values based on assessment, it will become possible to identify the motivation for people and communities to proactively participate. Effective assessments are those made by both internal and external parties who can see through the essence of the community.

The purpose of an evaluation is to leverage the findings in the next stage. Like Edison, who said that he had never failed and only found ten thousand ways that won't work, an attitude is needed to use assessments as a step for further growth.

CONCLUSION

Living alongside each other— which we express in Japanese with the word kyosei—does not simply mean living together. The Buddhist term for this is gusho, which has the meaning of living with one another while mutually stimulating each other. However, when used in the context of Buddhist terminology, the meaning of the word is slightly different. Whereas jisho stands for "self-existence" and tasho refers to "a person who exists on account of others," kyosei (gusho) indicates a state in which jisho and tasho are combined, where one exists as an individual while at the same time, he or she is also made to exist because of others. The meaning of a person's existence becomes clear due to the presence of others, enabling a person to acknowledge his or her self. That type of state is what we envisioned with our subtitle: "New ways to live together where everyone is a hero."

The science of empowerment is the product of plasticity, diversity, and holistic attributes. The reason for this is that plasticity is the power to change oneself and the environment, which is accelerated within diversity, and then integrated as a holistic action.

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