

IAEA Nuclear Energy Management School

Opening Remarks

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A Great Deal Of Gratitude To

- The International Atomic Energy Agency (IAEA)
- Japan Nuclear Human Resource Development Network
- Japan Atomic Energy Agency (JAEA)
- The University of Tokyo
- Japan Atomic Industrial Forum (JAIF)

March 11 Event

- The Great East-Japan Earthquake and the resulting tsunamis struck the Fukushima Daiichi Nuclear Power Plant of TEPCO on March 11, 2011.
- This caused a nuclear accident that was unprecedented: the simultaneous progression of severe accidents at multiple units and the continuation of accident over an extended period of time.
- The fact that this accident has raised concerns around the world about the safety of nuclear power generation is a matter which Japan takes with the utmost seriousness and remorse.
- In the face of this hardship, Japan has received supports and expressions of solidarity from around the world. **I would like to express Japan's sincere gratitude to you.**

Prepare for Unexpected

- * Prepare ourselves to unexpected, low probability, high consequences event, doubting our common sense in the design and operation of our societies or deliberating situation to be caused by beyond design basis.
- * This lesson gives you freedom to deliberate beyond the expected.



Recognize Trans-Scientific Questions Designated by A. M. Weinberg

- The question, What is the effect on a population of 4 Sv of radiation? is answerable by science (one-half the individuals will die), whereas the isomorphic question, What is the effect of 4 microSv? can not be answered, since the effect, if it exists at all, is so rare as to be immeasurable.
- Weinberg claimed that the latter question is not a scientific but a trans-scientific question and that much of the growing controversy at the interface of society and technology depends on answers to questions that were really unanswerable by science – i.e., were trans-scientific rather than scientific.

Limit of Information and Prudence in Decision Making

- Policy Decision-Making Process in the Government
 - Start aiming at producing rational and comprehensive action plan and end with decisions in relatively small increments rather than in big leaps.
 - The major reasons for this prudence have been that key resources of information are limited to what we know about the current nature of an existing problem and our accumulated knowledge is limited to the successes and failures of actions taken before to address the problem.

Importance of Learning in the Age of Information-based Organization

Peter Drucker observed in his book titled as “The New Realities” that;

- * Many of modern organizations are information-based organization, which are knowledge-based and composed largely of specialists who direct and discipline their own performance through organized feedback from colleagues and customers.
- * Information responsibility: everyone needs constantly to be thinking through what information he or she needs to do the job and to make a contribution, asking who in this organization depends on me for what information and on whom, in turn, do I depend.
- * Information is data endowed with relevance and purpose. Converting data into information requires **knowledge for analysis and diagnosis of data.**

Importance of Learning in the Age of Information-based Organization

- * Information is data endowed with relevance and purpose.
- * Converting data into information requires knowledge for analysis and diagnosis of data.
- * As knowledge changes fast, knowledge society is a society of continuous learning.
- * Only through the school, that is, through organized, systematic and purposeful learning, is this information converted into knowledge and becomes individual's possession and tool.

I hope that this school will make it possible for you with increased knowledge to make greater contribution to your organization and or your life.

Talk Together in Addition to Learning

An anthropologist commented that new encounter reawaken our deep species memory of two fundamental facts about human life:

- ✧ We humans want to talk together about things that matter to us and such talk gives us satisfaction and meaning to life.
- ✧ As we talk together, we are able to access a greater wisdom that is found only in the collective.