

経営生命

皆様方と私達と繋ぶ情報の定期便

2026 年夏号

過

謙 と 傲の過去

日本経済新聞の私の履歴書（2026・04・20）に ANA ホールディングス会長 片野坂 真哉氏が、ルールなき再建で、“「競争環境守れ」世論動かす”において、「謙は衆善の基、傲は衆悪の魁」という王陽明の言葉を引用し、社長メッセージにも幾度となく記して、社員に傲り高ぶりを戒めたと言う。愚者は傲・賢者は謙を追求する様だ。

傲・・・常に学ばず、自分自身の立場や能力を過大評価し、傲り高ぶって、他者を愚弄し、礼儀を失する態度
謙・・・常に学び、自分自身の立場や能力を適正評価し、傲り高ぶらず、他者を尊敬し、礼儀を弁える態度

私は今、中央大学で1年近く月2日、法学を学んでいる。憲法の前文は中学の時に暗証したが、最近、あまり触れることが無かった。国家のない自然状態では紛争が毎日続き、紛争を解決するために仕組みを創り、契約により国家を創造してきた。ルールを作り、裁判と手続きに従い、警察権と執行権という強制力を備え、紛争の解決から予防へと国家の作用が広がる。人類は文字や言葉を通して意思疎通を図り、国家は現存する。唐突ではあるが、日本の熊（世界の人類？以外の動物）は彼らの先祖がこの流れを醸成することなく、自然状態にあり、紛争は絶えない。

現

人工知能の現在

政府は、各省庁の職員が行政手段として利用する生成 AI を使う「源内」という基盤を稼働させた。税務にも活用される。国税庁でもオンライン税務調査等を通して、適正・公平な課税・徴収の実現に加え、社会全体の DX 推進の観点からも社会に貢献すると伝えている。

納税者情報の取り扱いや情報セキュリティの確保、効率的で使い勝手の良いサービスの提供、内部事務センター化・システムの高度化・人材育成等のインフラ整備等を掲げ、新しい時代に突き進もうとしている。私たちも新しい世界と一緒に邁進しましょう。

現

ミツトスの現在

人工知能モデル「クロード ミツトス」

（米政府と協議）提供停止再開

日経新聞記事より

掲載 20260613 提供停止 米政府指示 15 か国

20260614 提供停止 全世界

20260617 提供再開 米政府と協議

この早い動きをご確認頂きたい。

経営計画（存在理念、経営理念、行動理念）の前に（即応理念）を追加。直ちに取り組みましょう。

未

パソコン作業の未来

人工知能の現在に記したオンライン税務調査には、

GSS（ガバメント ソリューション サービス）デジタル庁が提供する政府共通の標準的な次の業務実施環境が必要（基本無線で GSS（クラウドサービス）Microsoft365 の導入が前提になり、

Acrobat Teams SharePoint Forms Outlook OneDrive etc）

さらに日経新聞によると、Microsoft は、日程調整や資料作成など幅広いパソコン作業を自動化する人工知能（AI）の企業向け提供を始めると発表したようだ。AI が業務チャットや電子メールの送信を担い同僚のように働く近未来を示したようである。「マイクロソフト スカウト」である。面倒な作業を大幅に減らし、本来の仕事に集中できるよう助けてくれる新しい方法ともいい、Microsoft365 ともつながる。今日から私たちは直ちに準備にかかる必要がある。もう一度、以前ご紹介した、中島聡の「なぜ、あなたの仕事は終わらないのか」を読み直したい。

Management Life

Periodic Information Link Between You and Us Summer of the year 2026

Past

The Past of Humility and Arrogance

In the column *My Personal History* published in *The Nikkei* (April 20, 2026), Mr. Shinya Katanozaka, Chairman of ANA Holdings, quoted the words of Wang Yangming: "Humility is the foundation of all virtues; arrogance is the leader of all vices." Writing about reconstruction efforts carried out without clear rules under the theme "*Protect Fair Competition: Shaping Public Opinion*," he noted that he repeatedly included this phrase in his presidential messages to employees, warning them against pride and arrogance. It seems that fools pursue arrogance, while wise people pursue humility.

Arrogance: A mindset that ceases to learn, overestimates one's position and abilities, becomes conceited and self-important, ridicules others, and loses a sense of courtesy and respect.

Humility: A mindset that continues learning, accurately evaluates one's position and abilities, avoids conceit, respects others, and understands proper manners and courtesy.

For nearly a year now, I have been studying law at Chuo University for two days each month. I memorized the preamble of the Constitution when I was in junior high school, but I have had few opportunities to revisit it in recent years. In the natural state, where no state exists, conflicts continue every day. To resolve such conflicts, people created systems and, through agreements, established states. States create rules, follow judicial procedures, and possess coercive powers such as police authority and enforcement authority. Their role has expanded from merely resolving disputes to preventing them. Human beings communicate through language and writing, and states continue to exist because of this ability. Abrupt though the comparison may be, bears in Japan (and perhaps animals throughout the world other than humans) remain in a natural state, as their ancestors never developed this process. As a result, conflict among them never ceases.

Current

The Current State of AI

The Japanese government has launched a platform called "Gennai," which allows government employees across ministries and agencies to use generative AI as an administrative tool. It is also expected to be utilized in tax administration. The National Tax Agency has stated that, through measures such as online tax audits, it aims not only to achieve appropriate and fair taxation and collection but also to contribute to society as a whole by promoting digital transformation (DX).

The government is advancing initiatives such as:

- Proper handling of taxpayer information and ensuring information security.
- Providing efficient and user-friendly services.
- Establishing centralized administrative service centers.
- Enhancing information systems.
- Developing human resources and related infrastructure

With these efforts, it is moving boldly into a new era. Let us also move forward together into this new world.

Current

The Current State of 'Mythos'

AI Model "Claude Mythos"

Service Suspension and Resumption (Following Discussions with the U.S. Government)

According to a Nikkei newspaper article, the following occurred:

- June 13, 2026: Service suspended in 15 countries following instructions from the U.S. government.
- June 14, 2026: Service suspended worldwide.
- June 17, 2026: Service resumed after discussions with the U.S. government.

I would like readers to take note of how rapidly these developments occurred.

In our management framework—before the categories of Purpose of Existence, Management Philosophy, and Behavioral Principles—we should add a new principle: "Principle of Immediate Response."

Let us begin implementing it without delay.

Future

The Future of Computer-Based Work

The online tax audits mentioned in *The Current State of Artificial Intelligence* require the following standard government work environment provided by the Government Solution Service (GSS) of the Digital Agency:

- A primarily wireless environment
- Adoption of GSS cloud services and Microsoft 365
- Use of tools such as Acrobat, Teams, SharePoint, Forms, Outlook, OneDrive, and others

Furthermore, according to *The Nikkei*, Microsoft has announced that it will begin offering businesses an artificial intelligence system capable of automating a wide range of computer-based tasks, including scheduling and document preparation. The announcement presents a near future in which AI functions like a colleague, handling work-related chats and email communications. This system is called "Microsoft Scout." It is said to provide a new way of working by significantly reducing tedious tasks and allowing people to focus on their core responsibilities. It will also integrate with Microsoft 365.

Starting today, we need to begin preparing for this future immediately. Once again, I would like to reread the book I introduced previously: *Why Doesn't Your Work Ever Finish?* by Satoshi Nakajima.