

Kyoto Institute of Philosophy

White Paper

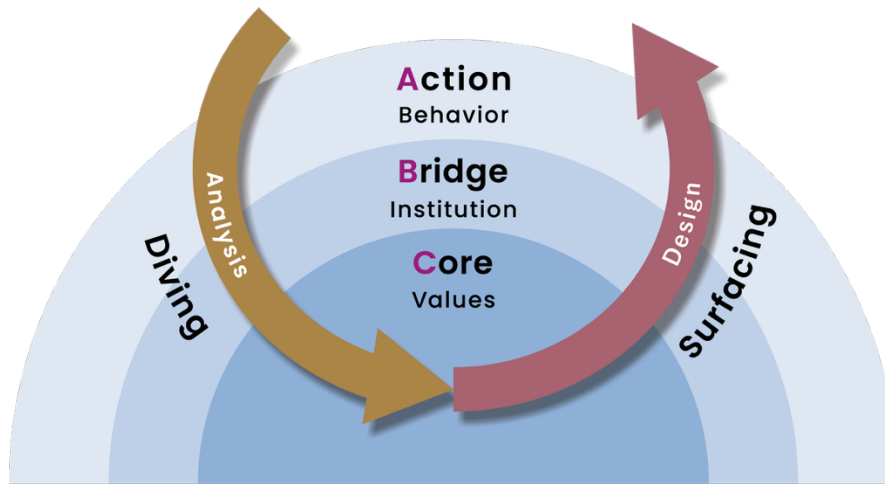
Executive Summary (Digest Edition)

Heightened geopolitical tensions, accelerating climate change, and the rapid advancement of artificial intelligence have converged to create an unprecedented constellation of challenges. Conventional problem-solving frameworks are proving inadequate because the twentieth-century grand narrative—unlimited economic growth and technoscientific advancement as the primary path to societal progress—has lost its effectiveness. The absence of a shared destination and compass now undermines decision-making at every level of society.

Across business, policy, and academia, this situation forces a return to more fundamental questions: **What do we recognize as valuable, and what kind of society ought we to pursue?** Technoscientific advances and economic rationality provide unparalleled tools for achieving social goals; however, it is only by turning to the question of values that we can determine which goals we should aim for. Addressing this question of values is the central task of the present paper.

Our principal contribution is a conceptual framework for analysing the structural roots of today's challenges. We theorise two dynamic processes that generate these challenges: **Fragmentation**—structural conflict among existing value systems—and **Transformation**—the fundamental reconfiguration of values triggered by new technologies and social change. To analyse and respond constructively to these processes, we propose the **ABC Model**. This model comprehends social phenomena through three levels: the visible *Action* Level (A), the underlying *Core* Level (C) of values and worldviews, and the mediating *Bridge* Level (B) that connects them. The model enables analytic **diving** from Action to Core and creative **surfacing** from renewed Core values to future practices.





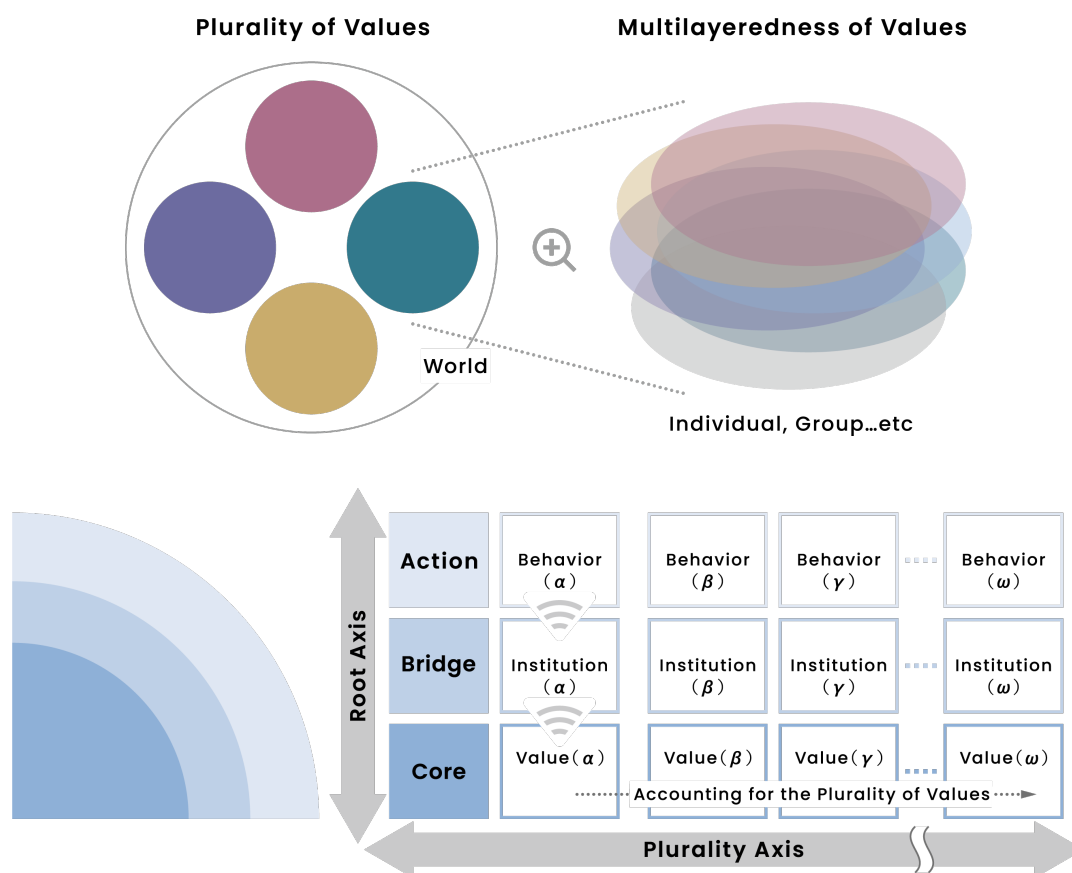
This theoretical architecture draws upon the intellectual resources of philosophy and the humanities. We argue that these disciplines, by clarifying assumptions, analysing concepts, facilitating value dialogue, and constructing new norms, are indispensable for rigorous value inquiry and practical action.

Building on this analysis, we articulate **Four Strategic Agendas** for societal transformation:

1. **Focus on Values:** Explicitly address the value dimension underlying organisational and societal issues.
2. **Unite Fundamental Questions and Praxis:** Investigate value inquiry with practice in all domains of society.
3. **Leverage the Humanities:** Apply scholarly insights on values proactively within practical contexts.
4. **Build a Value Co-creation Network:** Establish cross-sectoral, cross-regional platforms for collaborative value exploration.

These agendas converge on the vision of a **Multilayered Society of Values**—a model that embraces value pluralism and multilayeredness (a structure where individuals and societies hold multiple, potentially conflicting values within themselves) as sources of social richness, fostering inclusive and innovative futures through continuous dialogue and constructive tension.





This paper is intended to contribute to the collaborative inquiry by academia, industry, policymakers, artists, educators, religious leaders, and civil society toward the realization of this vision.

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