

Art is Helpful in Business #1

Art is helpful in business. The _____ of art and business may _____ the most _____. You might think, “I’m too busy working to visit a museum,” or “What does painting _____ business skills?” However, those _____ art as unhelpful _____ are suffering a significant loss. Skills and qualities _____ the arts can actually be beneficial in a business context. In fact, great business leaders had significant connections with art, such as Kobayashi Ichizo, Peter Drucker, Steve Jobs, Yanai Tadashi, and so on. They develop _____ observation and flexible _____ artistic activities, which become the foundation _____ attention and _____. Also, they _____ on business by _____ an organization, a project, or a _____ as an _____. Art is going to be one of the most important _____ in the 21st Century characterized by _____ change and increasing complexity. The arts _____ the skill of enjoying _____ life _____ professional success. How are the arts going to _____ in business?

Art is helpful in business. The combination of art and business may sound the most unlikely pairing. You might think, “I’m too busy working to visit a museum,” or “What does painting have to do with business skills?” However, those who disregard art as unhelpful entertainment are suffering a significant loss. Skills and qualities fostered in the arts can actually be beneficial in a business context. In fact, great business leaders had significant connections with art, such as Kobayashi Ichizo, Peter Drucker, Steve Jobs, Yanai Tadashi, and so on. They develop astute observation and flexible cognition through artistic activities, which become the foundation of their attention and comprehension. Also, they cultivate distinct perspectives on business by perceiving an organization, a project, or a task as an artwork. Art is going to be one of the most important realms in the 21st Century characterized by exponential change and increasing complexity. The arts not only enhance the skill of enjoying private life but also lead to professional success. How are the arts going to help us perform well in business?

combination	組み合わせ	cognition	認知
pairing	ペアリング	comprehension	理解
disregard	無視する	cultivate	育む
foster	育成する	exponential	指数関数的な
astute	鋭い	realms	領域

_____ we _____ praise logical thinking and expertise, the importance of observation is often overlooked. How you observe _____ what you perceive, and perception is at the very beginning of any intellectual activities. If we fail to recognize the problem, we will not have a chance to _____ our logical thinking and knowledge to begin with. _____ of vision is sharpest at its focus, and the _____ decreases towards the surrounding areas. There is a substantial difference between “seeing” and “_____.” We can _____ recognize things _____. We need to control our focus and carefully _____ attention to; otherwise we might possibly overlook some information, including the most important ones. For example, you could fail to recognize that _____ team members is _____ negative _____ the project by overlooking _____ expressions _____. You may end up misunderstanding the point of the _____ because you missed the important sentence in the _____ document. You could _____ the situation by _____ the significant _____ in the accident scene. You might have seen these _____, but you couldn’t recognize them because you didn’t know how to perceive them. Perception is a skill, and it cannot improve by simply trying to be more _____. Skills need to be developed, and _____ trained in their perception skills can employ _____ observation _____ necessary.

While we tend to praise logical thinking and expertise, the importance of observation is often overlooked. How you observe determines what you perceive, and perception is at the very beginning of any intellectual activities. If we fail to recognize the problem, we will not have a chance to employ our logical thinking and knowledge to begin with. Our field of vision is sharpest at its focus, and the resolution dramatically decreases towards the surrounding areas. There is a substantial difference between “seeing” and “perceiving.” We can fail to recognize things even if they are in our sights. We need to control our focus and carefully choose what to pay attention to; otherwise we might possibly overlook some information, including the most important ones. For example, you could fail to recognize that one of the team members is harboring negative sentiments towards the project by overlooking her subtle facial expressions and attitudes. You may end up misunderstanding the point of the contract because you missed the important sentence in the contract document. You could struggle to grasp the situation by ignoring the significant clue left in the accident scene. You might have seen these clues, but you couldn’t recognize them because you didn’t know how to perceive them. Perception is a skill, and it cannot improve by simply trying to be more attentive. Skills need to be developed, and only those who are trained in their perception skills can employ astute observation when truly necessary.

perceive	知覚する	subtle	微妙な
intellectual	知的な	sentiments	感情、意見
employ	雇う、利用する	overlook	見落とす
resolution	解像度、決意	perception	知覚
perceive	知覚する	hone	研ぐ、磨く

Art is Helpful in Business #3

The arts, especially paintings, are the most _____ to _____ observation and perception skills. The reality is a three-_____ world that changes _____ and _____. Compared to the complex and dynamic reality, paintings are two-dimensional _____, and _____ a _____, yet they are rich enough in information to carefully observe. For example, “*Girl Interrupted at Her Music*” by _____ a lot of our curiosity and imagination. What is _____ or the table? What is she looking _____? What could be their relationship? The _____ same painting can be _____ and _____ completely _____. Since paintings keep _____ for us, we can _____ them _____ we want. Also, we can come back to the painting over and over again. You might find yourself perceiving a picture completely differently after you take some time _____. Thanks to the fact that paintings _____ the same, we can realize our own changes, such as _____ attention goes and how we _____ them. By _____ the arts, we can also employ better perception in the complex reality. For example, Yale University has been using works of art to improve observation skills of its _____ students, and the workshop _____ increase students’ abilities to pick up on important details by almost 10 percent. The arts have also _____ business communities in recent years, _____ have gradually been _____ business schools and _____ training programs.

The arts, especially paintings, are the most suitable materials to hone our observation and perception skills. The reality is a three-dimensional world that changes constantly and stretches infinitely. Compared to the complex and dynamic reality, paintings are two-dimensional still images, and they are confined within a frame, yet they are rich enough in information to carefully observe. For example, “*Girl Interrupted at Her Music*” by Vermeer stirs up a lot of our curiosity and imagination. What is on the wall or the table? What is she looking at? What could be their relationship? The very same painting can be perceived and interpreted completely differently. Since paintings keep still for us, we can observe them for as long as we want. Also, we can come back to the painting over and over again. You might find yourself perceiving a picture completely differently after you take some time from the first time you saw it. Thanks to the fact that paintings remain the same, we can realize our own changes, such as where our attention goes and how we interpret them. By refining those skills through the arts, we can also employ better perception in the complex reality. For example, Yale University has been using works of art to improve observation skills of its medical students, and the workshop is proven to increase students’ abilities to pick up on important details by almost 10 percent. The arts have also earned a growing interest from business communities in recent years, as art workshops have gradually been incorporated into business schools and corporate training programs.

perception	知覚	refine	洗練する
three-dimensional	三次元の	incorporate	取り入れる
dynamic	動的な	workshop	ワークショップ
confine	限定する、閉じ込める	corporate	企業の
interpret	解釈する		

Art is Helpful in Business #4

_____ a _____ to remember the first time you saw a Picasso's painting in your childhood. You might have thought it was _____ and anybody could draw a picture like it. But, in fact, Picasso was really _____ _____ realistic paintings. He could paint _____ _____ considered to be beautiful, but he continued to _____ _____ "Guernica" and "The Ladies of Avignon." Why? Perhaps he was in _____ of a new way to _____ reality. _____ traditional paintings were _____ to reproduce the world _____ like _____, he tried to combine the reality _____ viewpoints into a single _____ canvas. So it's no wonder we are _____ if we see his works _____ values. Anyway, this could be one of the possible answers to the question "why", but asking the question "why" is far more _____ getting a right answer. When we see Picasso's paintings, we often _____ understanding _____, saying "This _____." However, _____ the worst idea to adopt the same attitude in business situations, especially in _____ environments. For example, Japan and the US have _____ to make a decision. In typical Japanese companies, a decision _____ a final agreement made after a _____ internal adjustments and informal discussion, _____ in many US companies, a decision usually means a _____ to _____ the discussion or the project. Without an _____ to such differences, you might _____ concluding that Americans _____ to stick to what's been decided. However, before we misunderstand and reject one another, we should consider that we have different values and _____. Art is going to be the best _____ to learn such _____ habits. Why did Duchamp think of displaying a toilet in a museum? Why did _____ portray the night sky this way? How did he see the world? Such _____ and flexibility will help you gain _____ and respect _____ who have completely different perspectives.

Take a moment to remember the first time you saw a Picasso's painting in your childhood. You might have thought it was awful and anybody could draw a picture like it. But, in fact, Picasso was really good at drawing realistic paintings. He could paint what was commonly considered to be beautiful, but he continued to create pieces like "Guernica" and "The Ladies of Avignon." Why? Perhaps he was in pursuit of a new way to express reality. While traditional paintings were intended to reproduce the world from one perspective like cameras, he tried to combine the reality from various viewpoints into a single flat canvas. So it's no wonder we are puzzled if we see his works with conventional values. Anyway, this could be one of the possible answers to the question "why", but asking the question "why" is far more important than getting a right answer. When we see Picasso's paintings, we often give up understanding and reject them, saying "This doesn't make any sense." However, it would be the worst idea to adopt the same attitude in business situations, especially in cross-cultural environments. For example, Japan and the US have developed different conceptions of what it means to make a decision. In typical Japanese companies, a decision sounds like a final agreement made after a series of internal adjustments and informal discussion, while in many US companies, a decision usually means a temporary fixing to promote the discussion or the project. Without an inkling to such differences, you might end up concluding that Americans lack integrity to stick to what's been decided. However, before we misunderstand and reject one another, we should consider that we have different values and norms. Art is going to be the best material to learn such cognitive habits. Why did Duchamp think of displaying a toilet in a museum? Why did van Gogh portray the night sky this way? How did he see the world? Such generosity and flexibility will help you gain trust and respect even from those who have completely different perspectives.

perspective	視点	integrity	誠実さ
conventional	従来の	cognitive	認知の
reproduce	再現する	generosity	寛大さ
inking	うすうす感じる	flexibility	柔軟性

Art is Helpful in Business #5

We have looked through a range of advantages _____ appreciating art, but creation of art is also beneficial for our _____ success. We can find _____ between the process of artistic creation and management of projects or tasks in business. _____ creates a piece of work, he or she will _____ the following process. First, they start with having an _____ and motivation for what they want to create. Second, they think of the overall _____ and structure _____ the production process; _____ the composition, _____ the details, paint the background, and so on. Once they _____ proceed, they craft the details _____ constantly taking _____ overall balance and _____. _____, they have to employ a refined _____ sense to self-_____ their progress and outcome. Isn't that similar in business? At the beginning of any project or a set of tasks, we start with motivation and imagination. "What problem do I want to _____ on? How do I _____? What will the _____ look like? How _____ my customers' _____?" _____ we _____ a team, set the process of work, and plan the schedule by _____ the _____. We finish every single task one after another _____ taking care _____, the overall picture, and the timeline of the project. Thus, we use the same way of thinking in both art and business. Art becomes a good _____ because the process and the outcomes are visualized and _____ easy to be _____. _____ that greatest scientists and business leaders are more likely to have an artistic and crafty hobby. It doesn't have to be specifically paintings. Other forms of art also _____, including music, photography, _____, dancing, _____, and so on. You might say "I'm so busy with work that I don't have time to _____ art," _____ be otherwise. Your performance and the efficiency of work can further improve by incorporating an artistic _____ and _____ of thinking.

We have looked through a range of advantages derived from appreciating art, but creation of art is also beneficial for our professional success. We can find analogies between the process of artistic creation and management of projects or tasks in business. When an artist creates a piece of work, he or she will undergo the following process. First, they start with having an image of and motivation for what they want to create. Second, they think of the overall composition and structure as well as the production process; outline the composition, draw the details, paint the background, and so on. Once they visualize how to proceed, they craft the details while constantly taking care of the overall balance and subtle nuance. At each step, they have to employ a refined aesthetic sense to self-assess their progress and outcome. Isn't that similar in business? At the beginning of any project or a set of tasks, we start with motivation and imagination. "What problem do I want to work on? How do I solve it? What will the end product look like? How will it make my customers' lives better?" Then we assemble a team, set the process of work, and plan the schedule by counting backwards from the delivery date. We finish every single task one after another while constantly taking care of the purpose, the overall picture, and the timeline of the project. Thus, we use the same way of thinking in both art and business. Art becomes a good training because the process and the outcomes are visualized and thereby easy to be self-assessed. It is no wonder that greatest scientists and business leaders are more likely to have an artistic and crafty hobby. It doesn't have to be specifically paintings. Other forms of art also involve these traits, including music, photography, drama, dancing, literature, and so on. You might say "I'm so busy with work that I don't have time to care about art," but it could be otherwise. Your performance and the efficiency of work can further improve by incorporating an artistic sense and style of thinking.

analogy	類似点	crafty	巧妙な
composition	構成	efficiency	効率
nuance	微妙な違い	visualize	視覚化する
aesthetic	美的	motivation	動機
self-assess	自己評価する	outcome	結果