



Keidanren Women's Executive Network

# Leadership Mentor Program

## A New Model of Leadership for Women

【A dialogue between Nobuyuki Hirano and Sakie Akiyama】



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### The Need for Strength when Facing Reality (Akiyama)

In times of dramatic change, I think what's important is to continue to face up to the reality of the small changes taking place in front of you sincerely, without becoming too introspective or being dragged down by past successes to where your thought process stops evolving. By doing this, you won't lose touch with the biggest movements of the time. In order to adopt a mindset that enjoys welcoming and embracing differences, diversity is important.

### The Determination to Change Things as the Majority (Akiyama)

In the past, we women have been the minority within organizations. Being the minority, there were things we could say and do with a light touch, but from now on, if we are serious about wanting to change organizations and the situation we see in front of us, I think we need to be prepared to become the majority and to change society. There should be many different styles of leadership and different ways of thinking, but what I want to see most of all is leadership with dignity.

### The Importance of Exploration and Exploration of Knowledge (Hirano)

It is during a crisis that the true value of things is questioned. What's important is how quickly you can discover the potential for growth and make use of it. In a time of uncertainty, leaders must not become preoccupied with simply addressing the job at hand. They also need to look at the situation in terms of investing in the next opportunity. This connects to the idea of ambidextrous management, where both exploration and exploitation of knowledge is important.

### Diversity Should be a Level Playing Field (Hirano)

Diversity is the source of growth and innovation, and the driving force that powers this is purpose. Affirmative action should be understood as consciously creating opportunities for people to play active roles, and providing a level playing field that accepts differences without reservation.

### Mentor Profile

#### Nobuyuki Hirano

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