



# Nobuyuki Koga

Keidanren *Women's Executive Network*

## Leadership Mentor Program

Organizations Need to Promote Not Only Women's Advancement but Also Diversity



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### Keidanren Women's Executive Network

## Leadership Mentor Program Vol.2

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### Promotion of diversity strengthens organizations

Women's advancement in society has been a hot topic of late. But to change our society, it takes more than the simple thought that more women should be brought into the workforce for the purpose of addressing the aging population with a declining birth rate. In the Showa period, homogenous organizations in which "cookie-cutter" employees all spoke and acted in the same way, were efficient and strong, but we have now entered an age of diversification. To achieve sustainable growth and create an environment in which their employees can work energetically and with vitality, companies will need to promote diversity. Organizations that create an environment in which women, foreign nationals, and senior citizens can advance will be able to achieve further growth.

### The importance of appropriate evaluation

When we think about what motivates employees, remuneration is an important element. However, that does not mean that high remuneration is enough to motivate people. Once remuneration grows to a certain level, the degree of sensitivity towards money is reduced. In other words, a high salary alone will not instill motivation in employees. What is important is to ensure that there is no gap between how

employees rate themselves and the company's evaluation of those employees, and to enable employees to feel that the company is really looking closely at them when they are being evaluated.

### Being in a minority is a strength

Being in a minority is in no way a weakness. Quite the contrary, it is actually a strength. I imagine that you sometimes feel isolated, but when a company makes the effort to provide a place for minorities to play active roles, it is made stronger. I hope all of you here today will make the most of the fact that you are in the minority and continue to engage proactively in your work and in Keidanren activities. I also want you to stop assuming that you are too young. As Japan's population ages, there is a tendency for those in their forties to think that they are still too young and that it is not yet their turn to lead. However, they, both men and women, are the ones who will be responsible for society in the next ten or fifteen years, so I want you to use your independent judgement to act with determination, and encourage others.

The Vice Chair offered persuasive advice based on actual experience, regarding topics such as the mindset one should have in taking on tasks in new fields due to career advancement, and points to keep in mind in encouraging foreign nationals and senior citizens to play active roles, to which the participants often nodded agreement.

### Mentor Profile

## Nobuyuki Koga

Vice Chairman, Keidanren

Chairman of the Board,  
Nomura Holdings, Inc. /  
Nomura Securities Co., Ltd.

Born in Fukuoka, Japan, in 1950, Mr. Koga joined Nomura Securities in 1974 after graduating from the Faculty of Law at University of Tokyo. Following appointments as General Manager of the Corporate Planning Department, Corporate Finance & Services Department, and Personnel Department, he was appointed Director in 1995 and Executive Vice President in 2000. He served as President and CEO of Nomura Holdings and Nomura Securities from April 2003 to March 2008. He took up his position as Chairman of Nomura Securities in April 2008. He has been Chairman for both Nomura Holdings and Nomura Securities since June 2011.

Mr. Koga also sits on several key industry boards and business panels. He has been Vice-Chairman of Japan Securities Dealers Association (JSDA) since July 2003 and Chair of JSDA's Securities Strategic Board set up to discuss and make decisions on important strategic issues to vitalize Japan's securities markets since 2004. He also currently serves as Vice Chairman of Japan Business Federation (Keidanren) where he has been actively engaged in the area of promoting revitalization of regional economies, tourism, and gender diversity.

# NOMURA

