

Keidanren *Women's Executive Network*

# Leadership Mentor Program

Having diverse leaders as role models is the key to women's empowerment in the workplace



## Keidanren Women's Executive Network

### Leadership Mentor Program Vol.12

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#### Creating shared value with society through the insurance business model

2018 was a year of large-scale natural disasters in Japan, including typhoons and the torrential rain that struck Western Japan. Proceeding with prompt payment of insurance claims on one hand, we are working on innovations on the other, including improvements to our business processes in receiving even promptly detailed information of incidents, in order to offer our customers greater peace of mind. At MS&AD Group, we have established an image of society in 2030 as a "resilient and sustainable society," and are promoting CSV (Creating Shared Value) to achieve sustainable growth by continuing to create shared value with society through our business activities, where SDGs are incorporated as milestones to align the Group's business with. Meanwhile we are promoting diversity and inclusion to create an environment that will allow diverse employees to thrive. If more employees, in their vision of the future, decide to become leaders in this Group, that is what will lead to the enhancement of women's empowerment in the workplace.

#### Qualities of a leader and establishment of an environment for the empowerment of women

I see the following seven points as the qualities of a good leader: (1) to have one's own values and a steadfast center; (2) keen

insight and the ability to see the essence of things; (3) the ability to discern, select and manage the optimal solution from opposing concepts; (4) a sense of speed and quick judgment; (5) communication skills (particularly the ability to listen to others); (6) the ability to anticipate the future and indicate a vision that goes beyond the work; and (7) personal magnetism. On another note, in order to promote the advancement of women in the workplace, we need: (1) to develop diverse images of leaders who will act as role models; (2) to ensure that women are not in the minority in the organization; (3) to promote a change in mindset among men; (4) to change the mindset of women themselves and do away with fixed ideas; and (5) to provide a flexible working environment and ensure transparency (turn "tacit knowledge" into "explicit knowledge"). In my own efforts to promote the advancement of women, I have learned the importance of giving people the opportunity to judge things for themselves. It is through such experiences of judgement that employees, including our most junior members, will nurture the qualities required of a leader. Failure will also fuel their development. The development and spread of diverse leaders who will serve as role models will lead to women's empowerment. I hope that all of the executives here today will pave the way toward creating these role models.

The term "work-life balance" is gaining currency, but I believe that achieving balance should not be our only goal. My belief is that a major key to promoting the empowerment of women lies in the proactive design of work and life so that each and every individual, man and woman alike, can enjoy diverse ways of living.

## Mentor Profile

### Yasuyoshi Karasawa

Chair of Committee on Gender Diversity, Keidanren

Representative Director, Chairman of the Board, Mitsui Sumitomo Insurance Company, Limited

Born in 1950, Yasuyoshi Karasawa joined Sumitomo Marine & Fire Insurance Co., Ltd. (presently Mitsui Sumitomo Insurance Company, Limited) in 1975 after graduating from the Faculty of Economics of Kyoto University.

He served as general manager of public relations, corporate planning, investment planning and other departments before being named Executive Officer, General Manager of Corporate Planning Department in 2004, Director and Managing Executive Officer in 2006, President and Chief Executive Officer in 2010, and his current position in 2016.

He became Representative Director, President and Chief Executive Officer of MS&AD Insurance Group Holdings, Inc. in 2014, and Representative Director, President, Chief Executive Officer and Group CEO in 2017.

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