



Keidanren Women's Executive Network

# Leadership Mentor Program

## Toward Sustainable Management



Keidanren

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## Leadership Mentor Program Vol.27

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### Management Perspective

Asahi Kasei was founded a century ago, and to manage our business sustainably, as a manager I have always strived to identify things that should be 1) protected and preserved, 2) valued, 3) changed and strengthened, and 4) addressed as new initiatives. As you are assigned to various posts and take up new work, it will be crucial for you to view matters from such perspectives, including consideration of how things have been done to date. It is challenging to change and strengthen, and to take new initiatives. Such actions require courage to take responsibility for results, as well as courage to abandon things when necessary. In times like these, when volatility, uncertainty, complexity, and ambiguity (VUCA) cause dramatic changes in the business environment and nothing is certain, managers need to act with a sense of speed.

### "Everything Starts with People" and "Lifelong Growth"

For a company to survive in a rapidly changing environment, it is important for personnel to become a group of specialists and to continue growing. Based on the idea that people are the root of

corporate activities, and in line with the concepts of "everything starts with people" and "lifelong growth," we have created various mechanisms that enable personnel to grow continually. In particular, we are devising a succession of policies and systems that lead to lifelong growth, rather than prioritizing seniority and lifetime employment. If you think of how you can contribute to your company through your own field of expertise and achieve results, a virtuous cycle will arise whereby the company will entrust you with more duties, more people will work with you, and you will have more opportunities to perform management.

### Passion, Discussion, and Action

The phrases "discussion leads to conclusion" and "passion leads to action" resonate with me. Discussion always leads to direction-setting and helps people to discover something new. Also, the organization as a whole is invigorated by combining together the individual drive and passion of each member. Drawing out drive and passion, forging deeper bonds through discussion with people having diverse perspectives, and connecting this process to concrete action is the basis of our Group Slogan "Creating for Tomorrow."

### Mentor Profile

## Hideki Kobori

Vice Chair, Keidanren  
Chairman &  
Representative Director,  
Asahi Kasei Corp.

Born in 1955 in Ishikawa Prefecture, Japan, Hideki Kobori joined Asahi Chemical Industry Co., Ltd. (currently Asahi Kasei Corp.) in 1978 after graduating from Kobe University with a degree in economics. Mr. Kobori worked in sales of engineering plastics before becoming President of a semiconductor subsidiary. He became CFO of Asahi Kasei in 2012, President in 2016, and Chairman in 2022.

Mr. Kobori became Vice Chair of the Board of Councillors of Keidanren in 2017, and Vice Chair of Keidanren in 2022. He also serves as Chair of the Committee on Social Security and Chair of the Committee on Environment.

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