

NEWS Letter

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The 7th JAFE Seminar

On October 24, 2016, the 7th JAFE Seminar invited as its guest speaker, Carlos Ghosn, the Chairman and CEO of Nissan Motor Company Ltd. Mr. Ghosn who had just been appointed the next Chairman of the Board of Mitsubishi Motors Corporation, which had become a member of the Renault-Nissan Alliance, took part in a Q&A session on the theme of “Partnerships in order the beat the competition” with Noriko Nakamura, the JAFE representative, and other participants



Carlos Ghosn, President and Chief Executive Officer of Nissan Motor Co., Ltd. Q&A (Extract)

I hear that you are revered by women from Nissan.

I do not know about that, but what I can tell you is that my relationship with women’s empowerment is not fake. I think it is authentic. This is not about fashion, and we need to collectively cultivate in the organization a potential that is untapped today. I commend Prime Minister Abe for taking a very bold initiative by saying, “I want 30% of women executives by 2020”, but at the same time we have to recognize all the hurdles and obstacles that you have to overcome. In order to bring about a major change in society and business, forcing a change will not last long. This is not only about will, but we have to convince people through patience and relentless effort.



Is it possible for cross functional teams, one of the methods of Nissan’s revival, to be utilized by other companies when they conduct internal reforms?

In many organizations, the problem comes from the fact that people do not work efficiently together. You have the silo mentality, you have territoriality where people want to manage their own team but don’t want to share, and cannot manage through cooperation. At Nissan, not only at the top level, but also the younger employees are gathered from each division, are organized as cross-functional teams, and are given a company challenge, which worked very well in increasing employee morale. The company’s leader is like the chief of a philharmonic orchestra, and the leader must be a presence that utilizes the talents and skills of each and every employee.

In Japan, working style reform is talked about, but how would you approach this?

First of all, people tend to confuse efforts with results. I want people to work the minimum time for the maximum of results because we are business people. You want efficiency, you want people to be happy, you want people to be feeling well, for them to be balanced, but to deliver. I don’t care about you working hard if you don’t deliver results. How long you work is not the issue. It is more important for companies to increase the company’s growth rate and



customer satisfaction than working hard. At the end of the day, what matters is – is the job done, is my customer happy, is my company growing – than how hard you worked.

What three capabilities are required of CEOs?

A CEO should be able to deliver – the delivery of performance, the capacity to connect with people, and to have a good intelligence of the industry. A CEO should have a long life of experience delivering on performance and challenges, and be able to connect with people in order to raise people’s motivation. Also, in the car industry where I am, we are going through a huge transformation and intensified competition due to technological innovations, so you have to have a good intelligence of the industry while looking ahead years and decades in advance. I would say a leader who fulfills all these characteristics.

Introducing a JAFE Member



Masako Bando

President of Showa Women's University

Ms. Masako Bando joined the Prime Minister's Office and served as the Director-General of the Gender Equality Bureau while involved in legislation related to policy on women's empowerment. Since 2004 she has taught at Showa Women's University and was appointed President of the university in July 2016. She has said that now, as we enter an era of "women's empowerment 4.0", women's empowerment is not a social responsibility, but a mainstay of corporate strategy.

Report 1

The 3rd summer camp in Tateshina

For two days from July 23, 2016 we held our very popular third summer camp. In 1986, JAFE conducted its very first female executives' awareness survey, and 30 years later, so as to discuss the challenges that modern female executives face, we invited Mr. Yukihiro Otsuka, Deputy Director-General for Gender Equality Policy of the Cabinet Office to visit Tateshina to talk about "The Current State of the Government's Promotion of Women's Empowerment and Future Policy". Afterwards, we talked about the real issues faced by female executives which are not being covered by national policy, and worked on the female executives' awareness survey for 2016. We will continue to examine and analyze these results, and plan to compile them as recommendations.



Report 2

JAFE Special Seminar

For JAFE's Special Seminar on October 21, 2016, we invited Coach Masayo Imura, who led the Japan national team for synchronized swimming at the Rio de Janeiro Olympics to win medals for Japan in the team synchro for the first time in 12 years. Coach Imura is frequently described as having "the expression of a demon", but on this day she delivered a passionate speech about nurturing her swimmers with a smile on her face and clearly full of love.



Summary of the speech of Ms. Masayo Imura (Japan's National Synchronized Swimming Team Coach)

Nurturing swimmers

Through my experience of coaching overseas, I became able to coach even without understanding the language. Young people these days tend to take the easy route and can be quite lazy. They feel comfortable with the words "teamwork and bonds". And they dislike standing out. At any rate, they stint on using their strength, or rather they don't know how to put out their strength. And so I gave them a goal that could be achieved if they tried that bit more, and drew out their strength little by little every day. Moreover, there is no point just scolding them or saying that you should learn by watching someone's back. Since they've been raised with rationale, you need to explain everything logically in detail. On the other hand, they are very accepting so if you push them a little at a time, they will follow you anywhere.



My role as a leader

Up until now, I thought that the role of a leader was to teach skills to the athletes, build up their physical fitness, and develop the mental strength of deriving joy from winning competitions. However, teaching the Japanese team for the first time again in 10 years, before I could get around to this, first I was faced with the huge task of drawing out their strength, and then teaching them how to bring out their strength themselves. Japanese athletes are not shouldering any burden. And adults around them believe they should not pressure them. But then, it is impossible for them to put out their strength. So, I gave them pressure the size of a mountain. I told them, "There are expectations of you because you are people who have been chosen. You should be proud of the fact that you have reached a level where medals are expected of you from all over Japan". This is what led to the medals. I am pleased that I was able to fulfill my responsibilities as a leader.

Report 3

JAFE Year-End-Party 2016

On December 8, 2016, the Year-End-Party was held at Shinbashi "Kanetanaka". A complete change from last year's theme of holding the party in a Western-style building, the party was based on the theme of "Wa", welcoming participation in Japanese dress (kimono). In the midst of this very busy last month of the year, we spent a delightful time eating delicious food and watching the graceful dancing, and talked about our resolutions for the following year.

