



Kouichiro Watanabe

Keidanren Women's Executive Network

Leadership Mentor Program

Grow Together While Unleashing Your Own Individuality



June 30, 2016

Keidanren Women's Executive Network

Leadership Mentor Program Vol.3

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Diversity and Inclusion at Dai-ichi Life

For the past twenty years, Dai-ichi Life has engaged in a management quality framework, which aims at stepping up the company's management policy to the next level in its various organizational units, while implementing the Plan-Do-Check-Action (PDCA) cycle. Today, that framework has evolved into the Dai-ichi's Social Responsibility (DSR) Management framework, which maps onto the concept of Creating Shared Value (CSV). I have recounted the history of that evolution in a book called Saidai taru yori sairyō tare [Be the Best Rather than the Biggest], which I am endeavoring to share within the Group. In our engagement in this quality management framework, we have worked on raising the value of our human resources and on the promotion of diversity and inclusion together.



Have a clear vision as leader and unleash your strength with your own style

In the consideration of diversity and inclusion, it is not enough to think about diversity only from the perspective of an executive or a manager who must recognize a diverse range of personnel. I hope that you will also value the perspectives of each individual, who have concerns such as "How can I get others to recognize my own individuality?" and "How can I unleash my individuality to achieve growth?" With inclusion as well, it is important to have the perspective not only of the manager "including" people in the organization, but also that of the individual asking what he or she can do to participate in the management or operation of the organization. If the perspectives of both sides are maintained, each individual will grow as professionals while unleashing their own individuality and participating in the operation of the organization themselves, which will lead to stronger teamwork. In other words, this will pave the way to the creation of a strong organization in which individuals can unleash their own individuality while growing together.

At the same time, the presence of leaders is essential. You are all leaders, and you should not forget that many people find inspiration from watching you. It is important to develop a clear vision about what you would want to achieve as a leader, and to establish your own style and unleash your strengths to formulate and implement a framework to realize that vision.

Mentor Profile

Kouichiro Watanabe

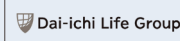
Vice Chair of the Board of Councillors, Keidanren

President, Dai-ichi Life Insurance Holdings, Limited

Born in Shizuoka Prefecture. Joined The Dai-ichi Mutual Life Insurance Company in 1976 after graduating from the Faculty of Economics of Tohoku University.

Positions held include General Manager, Research Department and Chief General Manager, Corporate Planning & Research, Managing Executive Officer in 2004, Director and Managing Executive Officer in 2007, Director and Senior Managing Executive Officer in 2008, President and Representative Director, The Dai-ichi Life Insurance Company, Limited in 2010.

President and Representative Director, Dai-ichi Life Holdings, Inc. and The Dai-ichi Life Insurance Company, Limited since 2016.



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