



Keidanren Women's Executive Network

Leadership Mentor Program

Try to dive for the ball outside your own zone, even if you drop it



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Five Turning Points

We are at five major turning points in history. The first is the rise of geopolitical risk: the United States has turned inward, the EU dream is faltering, and the regional hegemony of China and Russia has come to the fore. As a result of these and other factors, the world order is increasingly out of balance. The second turning point involves growing economic disparity and concern about the reproduction of poverty. The third is the change from B-to-C business to C-to-B business as a result of technological advances. Henceforth, the key determinant of survival for companies is likely to be whether or not they can provide products and services customized to the needs of individual consumers. The fourth is potential financial crisis. In the past a financial crisis has occurred every ten years; it has now been nine years since the collapse of Lehman Brothers. We therefore need to keep a watch on market figures to check that distortions are not accumulating anywhere. Meanwhile, the fifth turning point is the advent of an era of 100-year lifespans, requiring us to imagine the "big picture" for our future predicated on increasing longevity. From now on, CEOs will need to make 360-degree surveys of their own business environments from these five perspectives.

The Vision for Mizuho

Past financial crises have led to regulations being strengthened, and banks being required to put

their customers first. Mizuho has set out its "One MIZUHO Strategy", whereby it aims to be not only a bank, but a comprehensive financial services consulting group offering trust banking, securities, asset management, and think tank services. In line with the strategy, Mizuho is aiming to establish a business model with the capacity to provide full support by engaging with customers' needs, identifying underlying issues and offering clear advice.

Promoting Active Participation by Employees

We present the "One Mizuho Culture Prize" to employees who demonstrate a willingness to "make a diving catch"—as if diving for the ball outside the own zone in baseball—even if they end up dropping the ball. In other words, Mizuho is cultivating a corporate culture that values learning from failure.

To promote active participation by the human resources on whom Mizuho depends, we launched special training programs aimed at cultivating the next generation of leaders, and our youngest-ever branch manager was appointed at the age of 34 in April 2017. I myself am also focusing on the cultivation of leaders, having devised our "10 leadership characteristics;" strong leaders need intellectual curiosity and the ability to listen to what others have to say.

I would like to see all the Mizuho Group's officers and employees playing active roles so that we can benefit from a wide range of human resources including young people, seniors, women, and LGBT employees, and their values.

Mentor Profile

Yasuhiro Sato

Vice Chair of the Board of Councillors, Keidanren

President and Group CEO
Member of the Board of Directors
Mizuho Financial Group, Inc.

Yasuhiro Sato graduated from the Faculty of Economics at the University of Tokyo in 1976. After graduating he joined the former Mizuho Corporate Bank where he went on to become President and CEO in 2009. In 2011 he became President and Group CEO of Mizuho Financial Group while in 2013 he combined this position with that of President and CEO of Mizuho Bank. Since 2014 he assumes his current position as Member of the Board of Directors, President and Group CEO of Mizuho Financial Group. Yasuhiro Sato is currently Vice Chairman of the Board of Councillors of Keidanren.

MIZUHO

Mizuho Financial Group

