



Shinya Katanozaka

Keidanren *Women's Executive Network*

Leadership Mentor Program

Fostering Changes in the Awareness of Men and Women, for True Diversity



Keidanren Women's Executive Network

Leadership Mentor Program Vol.17

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The ANA Group's Commitment to Diversity and Inclusion

When I assumed my post as CEO in April 2015, I had the ANA Group issue the Diversity & Inclusion Declaration because I felt these qualities would be sources of new value. We treated that commitment as a component of a business strategy for the development of a workplace where each employee has the opportunity to apply and maximize their respective strengths and the creation of an ANA Group that would generate unwavering trust and relentless innovation through all employees' engagement in challenging and worthwhile work. Additionally, we have held a Forum on Diversity and Inclusion, open seminars, training programs for different managerial levels, and a series of other Group-wide undertakings aimed at fostering diversity.

My Perspectives on Leadership

I have contemplated a variety of images or models of leadership. For example, my idea of a "peacetime leader" is someone who will be expected to ensure the smooth continuation of their company's DNA. By contrast, a "wartime leader" is someone with the rare business ability to take decisive action when their company's business is struggling. Although some leaders are always ready to assume the initiative, you

have still others that prefer to leave important decisions or actions up to their subordinates. From all these images of the corporate leader, my senior peers within the company represent the image or model with which I am most familiar, and their guidance in helping me cultivate a sense of duty, sympathy, and honor has helped make me who I am today.

Challenges to the Promotion of Diversity

Raising the awareness of men and women alike is one of the prime challenges facing the promotion of diversity. Men may show a tendency to over-think matters based on unconscious biases that can backfire with undesired outcomes, and thus need changes in awareness that will allow women to better chart their own career paths. However, women themselves also sometimes need to adopt a fresh awareness as well. To that end, they need role models that will boost their own career awareness.

Moving forward, I intend to have more women appointed to positions as corporate officers within the ANA Group and want to help create a society where women will have more opportunities to stand out and showcase their strengths. I urge that everyone set their sights on climbing the corporate ladder from positions as executive officers to company directors and beyond. Of course, deciding not to climb that ladder is also a valid option, and having this freedom of choice is, I think, one of the gifts of diversity itself.

Mentor Profile

Shinya Katanozaka

Keidanren Vice-chair
President and CEO,
ANA Holdings, Inc.

Born in Kagoshima Pref. in 1955, Mr. Katanozaka graduated from the University of Tokyo Faculty of Law in March 1979 and joined All Nippon Airways Co., Ltd. the following April. He assumed the position of general manager of the revenue management department for the Sales Promotion Headquarters in 2002, general manager of the human resources department in 2004, executive officer in 2007, and board director in 2009. In 2011, he began serving as executive managing director and in 2012 assumed the post of senior executive director in charge of the planning office. In 2013, Mr. Katanozaka was appointed Representative Director and Vice-President of ANA Holdings, Inc. with responsibility for business strategy. He became President and CEO in April 2015.

