



Keidanren Women's Executive Network

# Leadership Mentor Program

## Dream Big and Embrace Challenges



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## Leadership Mentor Program Vol.28

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### Integrity with people, sincerity in work

My own work experience has taught me the importance of three fundamental concepts as a manager.

The first is to value the voice of the front-line workers and think thoroughly from customer's perspective. Drawing on all my experience since I was a new employee, my origin is to base my thoughts and actions above all on valuing customers and the front-line, where forth moments of truth are born.

The second is to correctly and thoroughly do everything that should be done. You may feel as if "everything that should be done" refers to immediate tasks, but more than that, it is important to direct your thoughts to how the world will be in 10 or 20 years' time, backcast from there to think about tackling issues now, and correctly and thoroughly do everything that should be done.

The third is to exercise integrity with people and sincerity in work. Even in the digital age, the foundation of business remains the trust between people. Show integrity in dealing with everyone: customers, superiors, subordinates, and colleagues. Sincerity in work means continual efforts to seek the essence of matters, enthusiasm to never give up on achieving the goals, and courage to take on new challenges.

### Big dreams, big aims

When I visited Tel Aviv, Israel, a digital powerhouse, in 2018, I was profoundly impressed by an interview article with former President Shimon Peres, one of Israel's founding fathers, who said that people who do not dream have no future. Thousands of startups are said to emerge every year in Tel Aviv, with a population of somewhat over 400,000. People around the world are continuously taking on new challenges with tremendous speed and energy. Japan must really change as well. Managers are required to have big dreams and big aims, and enough courage and energy to amass a pile of failures. At the same time, it is vital for managers to create an environment where employees can also have big dreams and big aims.

### Silver lining in the dark clouds

People want to follow those who brim with energy and smiles. As a leader, I want you to be cheerful and full of energy no matter what ordeals and difficulties you face. Please continually strive to seek the essence of matters and to develop your own skills. I hope to see leaders who can display their own style of leadership with the belief of a silver lining in the dark clouds.

### Mentor Profile

## Keiji Nishizawa

Vice Chair of the Board of Councillors, Keidanren  
Director-Chairman,  
Sompo Japan Insurance Inc.

**Apr. 1980:**  
Joined The Yasuda Fire & Marine Insurance Co., Ltd.  
**Jul. 2003:**  
General Manager, Toyama Branch of Sompo Japan Insurance Inc.  
**Apr. 2008:**  
Executive Officer, General Manager, Business Planning & Development Department  
**Apr. 2010:**  
Managing Executive Officer  
**Sep. 2014:**  
Representative Director, Senior Managing Executive Officer  
**Apr. 2015:**  
Representative Director, Deputy President and Senior Managing Executive Officer  
**Apr. 2016:**  
Representative Director, President and Chief Executive Officer  
**Apr. 2022:**  
Director-Chairman(current position)  
**May. 2022:**  
Chairman, Keidanren Committee on Nature Conservation (present)  
**Jun. 2022:**  
Vice Chair of the Board of Councillors, Keidanren (present)

