

# **Challenging Global Issues:**

## **How to Become a Global Leader**

**Kiyotaka Akasaka, President, Foreign Press Center**

**at Tokyo Institute of Technology, July 2019**

# 1, The World's Powerful People

2018



## #29 Akio Toyoda

CEO, Toyota Motor



## #38 Shinzo Abe

Prime Minister, Japan



## #44 Haruhiko Kuroda

Governor, Bank of Japan, Japan



## #55 Masayoshi Son

CEO, Softbank



# TIME: The 100 Most Influential People, 2019



# Indian CEOs dominate US Businesses



Microsoft

Pepsico

Google

Citi

BOSE

HP

グーグルもマイクロソフトも--なぜ米IT企業はインド人CEOを好むのか

**“Of all the immigrant groups coming in today, Indians are head-and-shoulders above others, and this is partly because of their English language skills and also the advanced education that many of them are bringing to the U.S.” (Richard Herman, coauthor of “the U.S., *Immigrant, Inc.* ”)**

# The Global Leaders As I Met

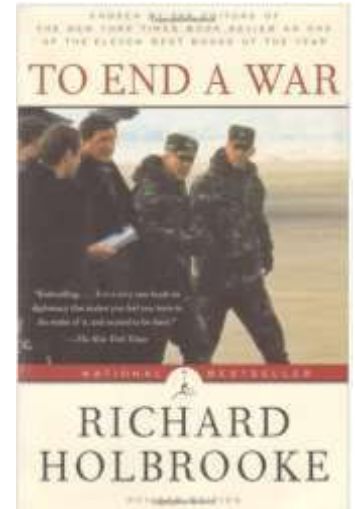


**Ambassador Raul Estrada**



**Ambassador Richard Holbrooke**

Wikipedia



**Hans Blix**

Wikipedia





## Global Leaders Whom I Served

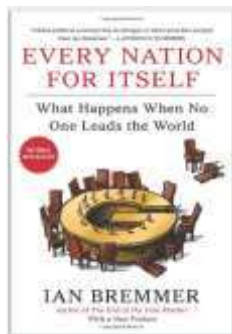
- Hiroshi Nakajima, DG of WHO, 1998–2008  
(Sadako Ogata, UNHCR, )
- Angel Gurría, SG of OECD, 2006–
- Ban Ki-moon, UNSG, 2007–2015



## **2016 - 19 Time for Change of Leadership**

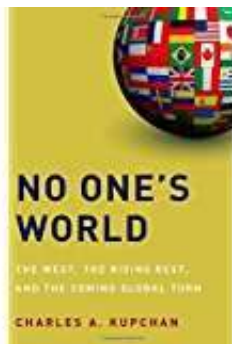
- **UN Secretary-General election (December, 2016)**
- **French Presidential election (April/May, 2017)**
- **Korean Presidential election (May, 2017)**
- **China: National Congress of CP (18 Oct., 2017)**
- **Japan's General Election (October, 2017)**
- **Russian Presidential election (March/April 2018)**
- **European Parliament Election (May, 2019)**
- **New British Prime Minister (July, 2019)**
- **US Presidential election (November 2020)**
- **German PM Merkel quits (2021)**

# Where Will the World Head For?



*Ian Bremmer "Every Nation for Itself: Winners and Losers in a G-Zero World" (2012).*

**「Gゼロ後の世界—主導国なき時代の勝者は誰か」**(イアン・ブレマー) グローバル・リーダーシップが存在せず、多くの国々が局地的、地域的な問題にしか取り組まない。



*Charles Kupchan "No One's World: The West, the Rising Rest, and the Coming Global Turn"*

**「ポスト西洋社会はどこに向かうのか」**(チャールズ・カプチャン)

**The twenty-first century will not be America's, China's, Asia's, or anyone else's; it will belong to no one.**



*The Economist May 18-24 2019*

**It is a new kind of cold war that could leave no winners at all. Super power relations have soured. China is caught between the dream of regaining its rightful place in Asia and the fear that tired, jealous America will block its rise because it cannot accept its own decline.**<sup>8</sup>



***“The rise and fall of American leadership”*** by Martin Wolf, the Financial Times, May 31, 2017

**“ The western alliance is still the world’s biggest economic bloc and largest repository of scientific and business knowledge. But it is disintegrating. As Angela Merkel admitted, Europe can no longer rely on the US.**

**“ The west may not be dead. But as a set of countries with shared interests and values, it is moribund. .... This looks like the end of the US-led world order.**

***“Endangered- American influence has dwindled under Donald Trump”*** The Economist, November 11, 2017

**“For all its flaws, America has long been the greatest for good in the world, upholding the liberal order and offering an example of how democracy works. All that is imperilled by a president who believes that strong nations look out only for themselves. By putting “America First”, he makes it weaker, and the world worse off.”**

## 日欧豪、国際秩序に責任を フランシス・フクヤマ氏

米スタンフォード大シニアフェロー

[グローバルオピニオン](#)

2018/7/6付

米国が世界のリーダーとしての役割を放棄する一方で、中国やロシアなどの独裁国家が台頭し、戦後の国際秩序が危機にさらされている。私は民主主義や自由経済の未来をなお信じているが、その後退局面に足を踏み入れてしまったのは否定できない。

カギを握るのは日本や欧州、オーストラリアなどの指導力だ。こうした国・地域が立ち上がり、国際秩序の維持により大きな責任を果たさなければならない。ナショナリズムに屈することなく、世界の繁栄を支える制度や機関を守り抜いてほしい。

日本は価値観を共有する同盟国や友好国との関係を強化しながら、自らの国益を追求すべきだ。防衛費を増やし、自衛力を高める必要もあるのではないか。

## 2, Most Important Qualities for Global Leaders

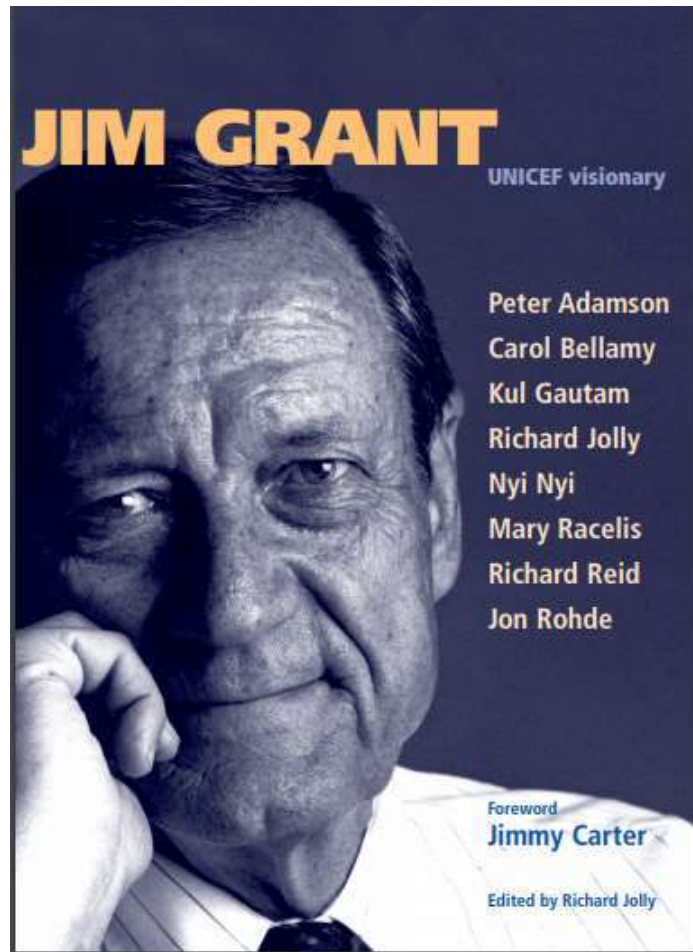
◆ Vision

◆ leadership

◆ Communication skills

◆ Integrity

◆ A thick skin



**Jim Grant was a visionary leader on a global scale. As Executive Director of UNICEF from 1980 to 1995, he launched a worldwide child survival and development revolution.**

- **Vision/Mission**
- **Goals/Objectives**
- **Targets**
- **Functions**
- **Code of conduct**

**(For example)**

### **Mission of the UN Department of Global Communications**

**The Department of Global Communications is dedicated to communicating the ideals and work of the United Nations to the world; to interacting and partnering with diverse audiences; and to building support for peace, sustainable development and human rights for for all. *Inform. Engage. Act.***



## **Code of conduct**

**- a set of conventional principles and expectations that are considered binding on any person who is a member of a particular group**

**(for example)**

**“TEAPOTS”**

- **Transparency**
- **Effectiveness**
- **Accountability**
- **Partnership**
- **Organization**
- **Teamwork**
- **Strategy**



## **本庶 佑 Tasuku Honjo**

**(The Nobel Prize in Physiology or Medicine 2018)**

**「6つのC」を大切に、輝かしい未来を進んでいただきたい:**

**好奇心を忘れず、勇気をもって、困難な問題に挑戦し、必ずできるという確信を持ち、全精力を集中して、あきらめずに継続させること。**

- ◆ Curiosity**
- ◆ Courage**
- ◆ Challenge**
- ◆ Confidence**
- ◆ Concentration**
- ◆ Continuation**



**Curiosity  
Concentration  
Professionalism**

## 柳井正 Tadashi Yanai

The founder and president of Fast Retailing, of which UNICLO ("unique clothing") is a subsidiary.

(ファーストリテイリング会長)

「若い人たちにまず取り組んでもらいたいことは、好奇心を持つことだ。その上で一つのことを追求する。どんな職業でもその道のプロになることが大切。

もし自分が20代なら、職業は何でもよいが、世界で活躍できるビジネスマンになりたい。

好きなことを早く見つけ、一生の仕事にすることが一番大事だ」

(日経新聞、2019年4月1日)



## **天野浩**    **Hiroshi Amano**

### **The Nobel Prize in Physics 2014**

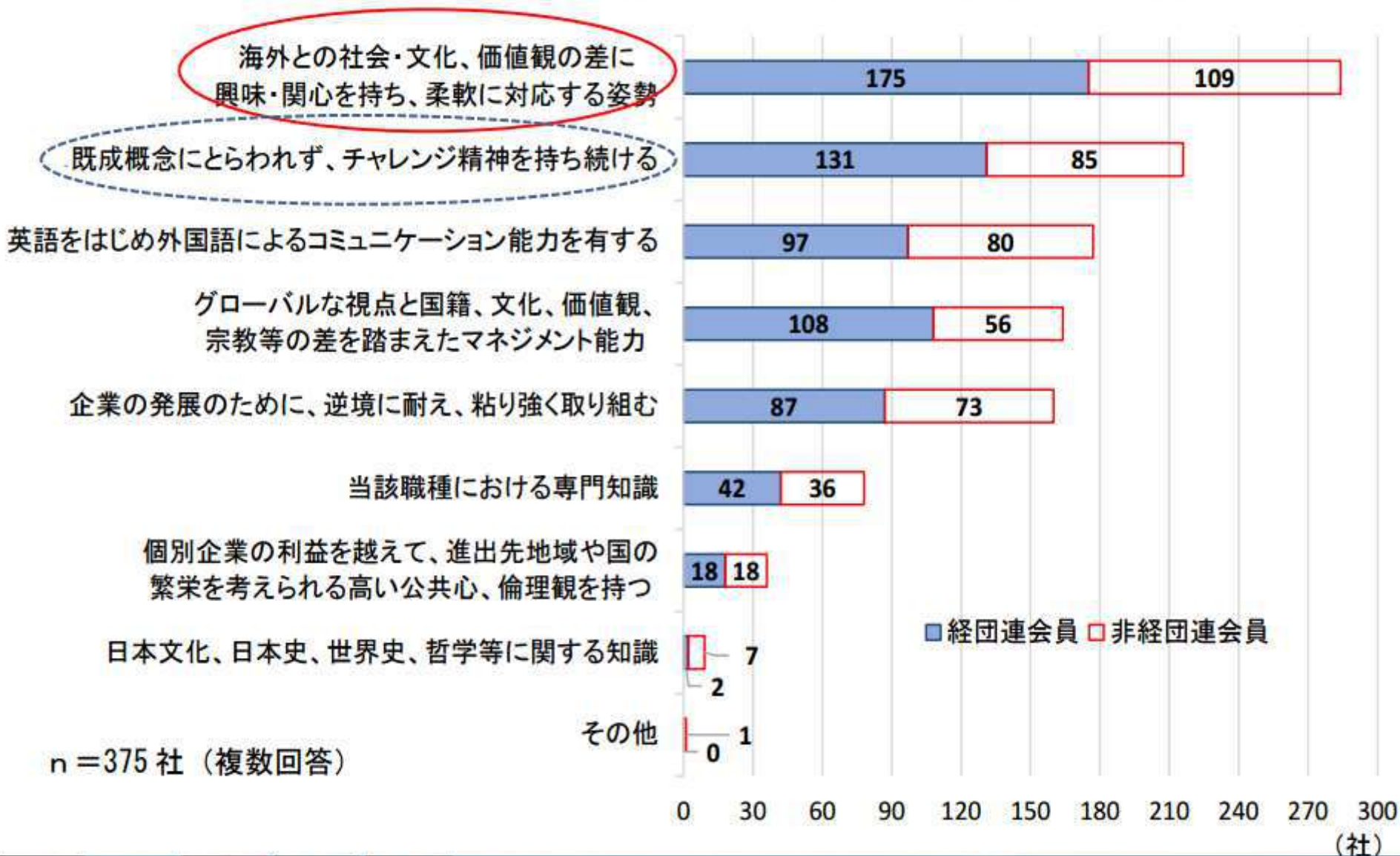
**The development of light-emitting diodes (LEDs) has made more efficient light sources possible. Blue LEDs proved to be much more difficult to create than red and green diodes. During the 1980s and 1990s Isamu Akasaki, Hiroshi Amano, and Shuji Nakamura successfully used the difficult-to-handle semiconductor gallium nitride to create efficient blue LEDs.**

**「自分が一体何を欲しているかをきちんと見つめて、そして行動してほしい。**

**社会人になったら、やはり社会的な価値を追い求めていきたい。そのためには世の中で今何が起きているかを正しく知ることだ。**

**研究者にはありがちだが、狭い世界に閉じこもっていてはいけない。世界の動きや日本の動きに関する情報を広く入手するためにアンテナを張る。どんな仕事でも自分のやっていることが社会でどういうポジションにあるのか、いつも把握しておくことが大事だ」**(日経新聞、2019年4月3日)<sup>17</sup>

# Qualities of Human Resources Desired by Globalizing Companies





# Handicaps for Japanese (Asians) to be a Global Leader

- ◆ Geographical, historical and cultural backgrounds
- ◆ Collectivism
- ◆ Influence of the Western Civilization
- ◆ Dominance of the national language
- ◆ School education
- ◆ Galapagos effect

# Differences between the West and Asian values

Individualism/collectivism



Progressivism/reincarnation

Idealism/status quo and long-term goals



Hypocrisy/honesty and naivety

Judicial procedure/arbitration

Christianity/ Confucianism



# Average TOEFL Scores of Asian Countries 2005-15

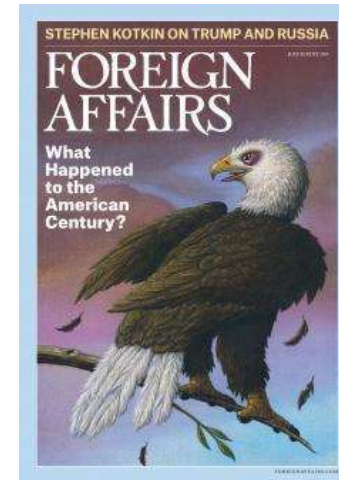
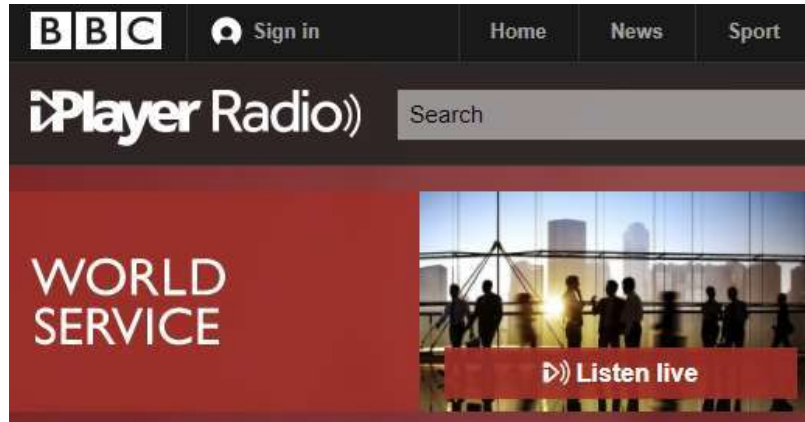
		2015	2005年から 2015年の増減	2015年 日本との比較	2014	2013	2012	2010	2009	2007	2005
1	シンガポール	97	-3	26	98	98	98	98	99	100	100
	インド	90	-1	19	91	91	91	92	90	84	91
	フィリピン	90	5	19	89	89	89	88	88	88	85
	マレーシア	89	0	18	89	89	89	88	88	87	89
2	香港	85	5	14	83	83	82	81	81	80	80
	インドネシア	84	4	13	84	82	79	78	79	78	80
	韓国	83	11	12	82	85	84	81	81	77	72
	台湾	80	9	9	80	79	78	76	74	72	71
	ベトナム	80	9	9	79	78	77	73	70	70	71
	ミャンマー	80	7	9	78	79	79	74	70	75	73
	中国	78	2	7	77	77	77	77	76	78	76
	タイ	77	5	6	74	76	76	75	74	72	72
3	モンゴル	75	9	4	72	70	68	73	75	65	66
	日本	71	6	0	70	70	70	70	67	65	65
	カンボジア	68	-3	-3	69	69	68	63	68	63	71
	ラオス	66	1	-5	64	68	71	67	60	65	-

No.	国 (地区)	Score					Rank				
		Total	Reading	Listening	Speaking	Writing	Total	Reading	Listening	Speaking	Writing
1	シンガポール	97	24	25	23	25	1	1	1	2	1
2	パキスタン	91	22	23	24	23	2	2	2	1	2
3	インド	90	22	23	23	23	3	2	2	2	2
4	フィリピン	90	21	22	23	23	3	6	4	2	2
5	マレーシア	89	22	22	21	23	5	2	4	6	2
6	バングラデシュ	85	21	21	21	22	6	6	7	6	6
7	香港	85	20	21	21	22	6	9	7	6	6
8	スリランカ	85	20	22	22	21	6	9	4	5	9
9	インドネシア	84	21	21	21	22	9	6	7	6	6
10	韓国	83	22	21	20	21	10	2	7	16	9
11	アゼルバイジャン	81	19	20	21	20	11	15	11	6	13
12	カザフスタン	80	19	20	21	20	12	15	11	6	13
13	北朝鮮	80	20	20	20	20	12	9	11	16	13
14	ミャンマー	80	19	20	20	21	12	15	11	16	9
15	台湾	80	20	20	20	20	12	9	11	16	13
16	ベトナム	80	20	19	19	21	12	9	17	23	9
17	中国	78	20	18	19	20	17	9	23	23	13
18	トルクメニスタン	78	18	20	21	19	17	19	11	6	22
19	ウズベキスタン	78	18	19	21	20	17	19	17	6	13
20	マカオ	77	18	19	19	20	20	19	17	23	13
21	タイ	77	19	19	19	20	20	15	17	23	13
22	キルギス	76	17	19	21	19	22	24	17	6	22
23	ネパール	76	17	18	20	20	22	24	23	16	13
24	モンゴル	75	18	19	19	19	24	19	17	23	22
25	ブータン	72	15	17	21	19	25	26	25	6	22
26	日本	71	18	17	17	18	26	19	25	30	26
27	アフガニスタン	69	14	16	20	18	27	29	27	16	26
28	カンボジア	68	15	16	19	18	28	26	27	23	26
29	タジキスタン	68	15	16	20	18	28	26	27	16	26
30	ラオス	66	14	16	19	18	30	29	27	23	26



### 3, To prepare for becoming future global leaders

## Be curious about what Is Happening in the World





## **International Media**

- ◆ **BBC、CNN、Al—Jazeera、TV5、Euronews**
- ◆ **AP, AFP, Reuters, Kyodo**
- ◆ **NY Times, WSJ, Washington Post, Financial Times, Guardian, Le Monde**
- ◆ **Economist, Time, Newsweek**
- ◆ **Foreign Affairs**
  
- ◆ **Huffington Post**
- ◆ **Project Syndicate**

# Communication and Presentation Skills are Vital



**PPPPP – Proper Preparations Prevent Poor Performance**

# Think about Your Ultimate Goals of Life

## → Vision and Mission

### Money and greed

“Big house, big car and big Macs”

- ◆ Work
- ◆ Income
- ◆ Wealth
- ◆ Consumption
- ◆ Destruction of nature

### Good life

“Happiness”

- ◆ Health
- ◆ Sustainability
- ◆ Respect
- ◆ Family
- ◆ Friendship
- ◆ Compassion
- ◆ Leisure

# What Do We Make Out of the Coming “Asian Century”?

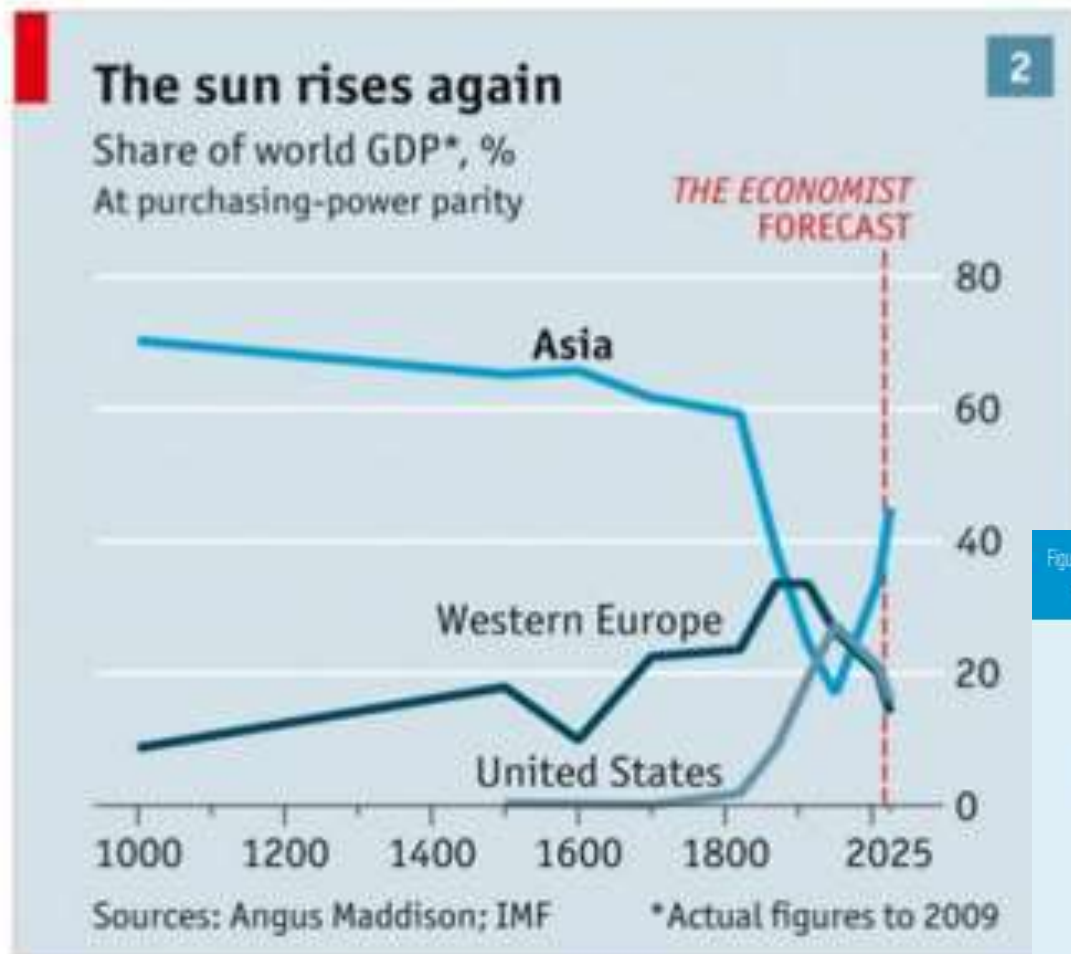
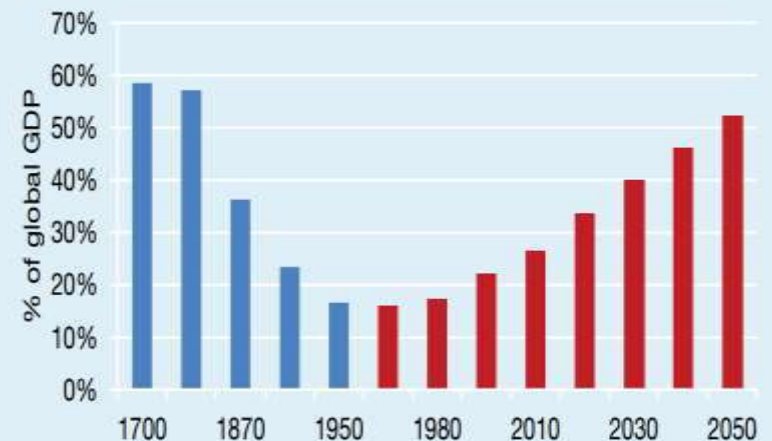


Figure 1 Asia's share of global GDP, 1700–2050



Source: Maddison (1700–1950) (2007); Centennial Group International estimates (1951–2050) (2011). Data for 1750–1790 are PPP and data for 1991–2050 are in market prices.

# Asia Has Great Foods, But What Else?





# Asian Values to be Revisited?

## East vs. West



In the 1990s, several prominent East Asian leaders argued that Asians tend to value community and Westerners value the individual. Whereas Asians appreciate order and harmony, Westerners appreciate personal freedom.

Other so-called 'Asian values' include saving and thriftiness, insistence on hard work, respect for leaders and family loyalty.

Dr. Mahathir and Mr. Lee Kuan Yew argued that the supposedly universal human rights documents and treaties actually privilege Western values to the detriment of Asian values. (see the Bangkok Declaration of 1993) (BBC World Service)

# Asia's Emerging Leaders?

DEVELOPMENTAL AREAS



STRENGTHS

	VUCA Capabilities	Relationship Building	Authentic Adaptation	Mobility
India				
China				
Indonesia				
Japan				
Malaysia				
Philippines				
Singapore				
Thailand				
Vietnam				

VUCA(ブーカ)とは、Volatility(変動性・不安定さ)、Uncertainty(不確実性・不確定さ)、Complexity(複雑性)、Ambiguity(曖昧性・不明確さ)の頭文字から取った言葉で、現代の経営環境や個人のキャリアを取り巻く状況を表現するキーワード

*Summary of differences across Asian leaders*

By Chee Tung Leong ,  
contributor to Forbes