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Graduate School of Advanced Integrated Studies in Human Survivability, 1st year

The Kingfisher Global Leadership Program is unique in its variety of topics, speakers, and opportunities to reach out to everyone we have met. Never before such organizations as the World Bank, NASA or Google seemed to be so close and accessible. I couldn't have imagined before the program that communication with such successful people would be that honest, empowering and deep. However, this program was not only about knowledge and useful connections. It was incredible to spend two weeks with nine talented young people and develop bonds with them. We had different backgrounds and perspectives, but they were complementary rather than conflicting, and I learned to notice how valuable every opinion could be.

Those were two weeks of intensive communication drill and exposure to different realities where each speaker lived. Truly impressive was that none of them were limited by shells of their worldview. People we met were open and accepting of the most unusual questions and ideas, thus everyone felt free to express oneself. All speakers became positive role models having attitudes and values necessary to succeed in the global world. Thanks to them, I have learned a lot about leadership, career path, and value system, thus I want to share the most memorable ideas on these three topics.

Leadership

I was born into a culture in which the authoritarian style of leadership was widespread. This means that a leader is not a team player but “the boss”, communication style is downward, and (s)he is isolated from others in his (her) office room. Thus, I had an image of a boss working less and having a higher salary than anybody else. In general, such a person desires power and has a bad temper. I also had the impression that to be a leader one should be an extravert, talkative person comfortable in every company. Thus, I hadn't wanted to become a leader and thought I hadn't had a chance because of my personality before I learned about leadership more.

During the Kingfisher Program, we had many discussions on leadership and had an opportunity to learn about speakers' perceptions of a good leader. On the first day of our official program, Mr. Norman Bay constructed with us, completely different from the authoritarian, image of an ideal leader that impressed me. He told us that a leader should

be a servant, not a master. (S)he should work for common prosperity, have a meaningful goal, and aim at the improvement of society. Moreover, a leader should have high integrity, strive to help others, value every team member, and listen to others more than talk. This image challenged my previous way of thinking. It made me want to become a person whom we described as a leader to make a positive social impact.

After that, we met many people who corresponded to the leader we had defined. This made an “ideal leader” alter from abstract concept to concrete image based on real examples and I felt that I managed to embrace it and identify myself with it. Now I feel motivated to improve myself and aspire to the ideal.

Career path

Currently, I am an M.A. student, however, I am studying at a special course that implies obtaining of Ph.D. Although, it might occur to someone that career path should be decided at such stage, I experience many doubts about whether I should get Ph.D. or not, where I want to work and whom I want to become. My doubts were aggravated by a complicated job-hunting process in Japan. I had the impression that not only many efforts were necessary, but also the final decision should be made which would define my whole life. Moreover, I thought that a person who didn't have a clear vision about the future profession and goals was doomed to failure in life. Therefore, I hoped that I could find some answers in the Kingfisher Program.

After Kingfisher, I still can't envision my whole career and feel doubts about starting point, but I met two people who were in the same boat with me in the past, and now they are passionate about their jobs and successful – Nicholas Szechenyi and Devang Thakor. They taught us a few guiding principles of their careers that they learned in the course of their lives. Nicholas and Devang said that everybody experienced career changes and many people didn't feel confident about their future job, but it's natural. There is nothing wrong in experimenting with one's career, it is normal to try different jobs and find the one that suits best. However, there is a secret, leading a person to final success and self-satisfaction: there should be coherency between all jobs. One should get some positive results at every position and acquire skills that could be useful in the next job. Simply speaking, one shouldn't constantly give up on halfway and start from scratch and without backup completely new thing – it would be a failure. However, if there was

some accomplishment during the previous stage and it was a meaningful and enriching experience – it would be a success.

It would appear to someone to be a simple truth, but it revealed to me what steps I should take next to feel confident and make progress.

Value system

Every speaker shared with us some valuable information about their work, views on leadership and keys to success. However, for me, the most unforgettable and powerful talk was given by Dr. Daniel Okimoto. After I heard it, I remembered a quote by A. Einstein: “Try not to become a man of success, but rather try to become a man of value”.

Dr. Okimoto was born in difficult times when the whole Japanese community in the US suffered losses and most of them were poor farmers. He overcame all difficulties, and now he is surrounded by successful and influential people like himself. However, a remarkable thing is that true leaders and heroes for him were those farmers, who were poor but generous and rich in their souls. It was obvious how grateful he was to his family, which maybe didn't provide all material means to make him successful. However, it enriched him with values of hard work, learning, perseverance, kindness, generosity, love of family and respect for everyone, which made him the person he is now. The story Dr. Okimoto shared with us and his value system that one could grasp was truly inspirational. It taught me to work hard no matter what, follow my dream, and always stay a human.

Empowering program

Kingfisher was a chance to meet exceptional people, get incredible experiences and have a dream-like two weeks. It was much more than leadership training. Probably each participant gained something unique for him/herself. However, the common gaining was a long-lasting motivation to become a better person and make a positive social impact. I am very grateful that I had such an opportunity in my life.

Haruka Furuta

PhD course, Graduate school of Pharmaceutical Sciences, 1st year

■ Introduction

I am a PhD student majoring pharmacy, and my dream is to help many patients and improve their quality of life. Before this program, I was wondering in what way I can contribute to better health for people in the world and what is required for leading the world toward a healthier place, that is, becoming a global leader in healthcare field. During this two-week program, I visited various world-leading institutions and met many experts. Each lecture gave me many valuable tips to become a global leader. In this essay, I'd like to write about four main points of what I learned from them.

■ Being optimistic

At NIH, I met Dr. Kobayashi, who has conducted his research for more than 20 years. His research has now moved on to phase 3 clinical trial, which means that his research will be utilized for cancer treatment in the near future. Since I'm also doing a research and often facing with many obstacles, I asked him how to keep his motivation toward research. He told me not to be too pessimistic. His ultimate goal was helping patients and sticking to that goal was how he kept his motivation. He also said that even if he couldn't get good results in his experiment, he didn't take it so seriously; he just thought about what to improve and moved on. I asked the same question to other researchers in other institutes and found that all of them had optimistic thinking. Mr. Fukusumi at Screen told us that optimism is an essential ingredient for innovation. I felt that I had to change my way of thinking and be more positive and confident. Also I should keep my goal - helping patients - always in my mind to maintain my motivation.

■ Expertise and Passion

Every person I met was a professional in his/her field. Actually, expertise is one of the key elements for leadership. Without a deep knowledge, you cannot manage people or have a good vision; expertise is the backbone of leadership. As Mr. Matsumura at Intel

said, if you become number one in your area, people will gather spontaneously to ask for help, which leads to building up your reputation.

And through the lectures, I thought that passion helps in many ways to become an expert. Each lecture was so interesting that time really flew, and I felt the lecturers' love for their projects. I vividly remember Ms. Kuroda, a postdoc in UCSF, saying with her eyes shining, "I like my research." Passion provides energy and helps you to overcome obstacles. As for me, I've conducted my research for four years but still not sure whether a researcher is what I really want to be. In order to find my passion, I'll try many things as much as possible while I'm in PhD course. I'll be honest to myself and open-minded in order to figure out what I'm interested in or what I'm not interested in. And once I found something which I have a strong passion, I will stick to it and become an expert of it.

■ Taking risks

Before this program, I was scared of taking risks and chose a stable and safe way. I was afraid of change and not being able to recover if I failed. However, this program completely changed my mind. I saw many people taking risks and being not afraid of failure. As Mr. Malloy at Halcyon said, it is important not to think like "win or lose" but like "win or learn". Failure teaches you many lessons useful for the next project. I also learned that there was no need to stick to one thing. Rather, I should change if I'm not satisfied with it. Change is scary but force me to grow, so I have to be brave enough to take a step forward to take risks and receive changes.

■ Network and Social Skills

I strongly felt the importance of network. Meeting various people opens the door to a new world. Being exposed to different opinions, knowledge and ideas will develop more creative and unbiased views. Furthermore, the quality is more important than the quantity; it is not about how many business cards you give, but how many good relationships you develop.

In order to build a wide range of network as a leader, not only speaking but also listening is an important social skill.

Before this program, I thought that speaking up is the most important skill for a leader. In fact, speaking up and sharing ideas were certainly important to inspire you and others and make everyone more creative. In Google, the free atmosphere let everyone express their opinions openly. Thanks to that atmosphere, many projects are born every day, and the project which survived will be the best and the entire company would work on it. I thought this bottom-up culture makes Google more interesting and attractive.

I found that listening may be the most important skill for global leaders. Many institutions such as NIH, NASA and World Bank were consisted of various people from different countries. Institutions like CSIS and US Department were tackling with international issues. It is natural that the way of thinking, culture and interests varies from country to country, or rather, person to person. To deal with the differences, make good relationships and work successfully as a team, a leader has to show sincerity and listen deeply to others. They have to feel, understand and respect others' opinions. Actually, all lecturers paid careful attention to what we said, although we were younger and less experienced than them.

Mr. Maniwa told us that a leader doesn't have to be a loud person; he/she can be quiet. And at the final presentation, I was told that I was a good listener, which I hadn't realized before. Therefore, I thought that a quiet leader might be what I should aim for. Since I'm a typical Japanese and get shy in front of people, I have to practice speaking up. And in addition to that, I'd like to improve my listening skills.

■ Conclusion

This program offered a wonderful opportunity to discuss with the experts and to have interdisciplinary, multicultural experiences. It was a great chance to learn things out of my field, expand my horizon and gain new viewpoints. I also learned many important skills to become a global leader. I haven't decided my job yet, but now I strongly feel that I want to work globally to support people's health. To achieve my goal, there should be many approaches, some of which I haven't discovered yet. Therefore, I will

take risks and try many new things and make the most of what I've learned to find the best way to make my dream come true.

Lastly, I'd like to express my gratitude to Dr. Kuno, Dr. Ueno and S&R foundation for providing me with this wonderful opportunity to participate in this program, and to Danielle, Aya-san, Molly, Sam and Adrienne for helping us so much. I'd also like to appreciate everyone who supported this program. And last but not the least, I'd like to thank talented and inspirational members of this program.

He Jiahuan
Graduate School of Advanced Integrated Studies in Human Survivability, 1st year

I still remember that I learnt the proverb *how time flies* when I was in primary school, as well as how hard was this phrase to be understood at that time. I guess it is because my memory has been growingly developing to store all impressing things at that stage, so that naturally before I obtain the capability of comprehending each delightful episode, events are just left behind one by one. However, thanks to this Kingfisher program, I finally had a chance to rethink about nearly everything including myself and started to realize the very value of *time* itself. Therefore, this report will be divided into two parts, consisting of what have I learnt about global leadership skills through this program and my personal comments of this unforgettable 15 days.

First and foremost, in terms of the most fundamental goal that is emphasized during all Kingfisher program, I have eventually grasped the core of what exactly global leadership is. The first point that strikes to me is although all the lecturers I met seem so rich in materials, but as a matter of fact, rather than the real property, they also possess a strong and firm network with others. And I must confess that this kind of connection above lecturers built towards nearly every period in their life, is no doubt the real asset and does make a significant difference.

In the meanwhile, besides the importance of constructing a solid network with people, it is also crucial as for no matter whom that one shall never stop or hesitate to link with others. And when it comes to starting such a mutual contact with other people, who may be cultivated by different and diverse cultural backgrounds, the common plots that are shared between always play a critical role. Let me take Kingfisher as an example, although it has already come to the end and we participants have been coming back to our own daily routines, it is fair to say that as long as we still share this unique experience as a bridge and reason to stick together, there is hardly any doubt that we could always send a casual greeting message, find some time to hang out and benefit from each other all the time.

Then secondly, it does need to be informed that it is never too late to stress the great contribution which the capability of understanding others gives in regards to

developing the global leadership quality. That is to say, in a narrow sense, Kingfisher participants of 2019 accidently enjoyed a balanced diversity – we are composed of graduate school students and undergraduate students by half and half, so as international students and Japanese students. This fun fact means that it is every one of us who need to consider and take care of any potential possible cultural conflicts and misunderstandings at some time, which is, as is acknowledged to us all, relatively tough but very much meaningful. On the other hand, in a broad sense, as far as I'm concerned, it is assured that the way to become a global leader would value a great deal about having an open and modest attitude to learn from any of the companies, as well as a global view to guide each of them. As an old saying goes that *Modesty helps one to go forward whereas conceit makes one lag behind*. I would like to say that only by staying alert and staying hungry for current issues around the world, could someone succeed to be a qualified global leader.

On the one hand, since my major is cultural anthropology and I have been studying about minority groups, it always occurs to me that whether these institutions we visited are equipped with some mature allowance or welfare system? what is the proportion of females? And splendidly it turns out that over almost every place we stopped by, employees with various backgrounds, various ethnicities or races as well as diversity of all kinds are energetic and active.

One the other hand, it touches me most that gender issue, in other words the gender equality that feminism focus pretty much on, is a hitting topic among ten of us. It is a huge relief that it is not merely me but other participants also have noticed some people in the very humble positions, including females. Otherwise speaking, us Kingfisher program participants in our 20s, do concern and pay a lot of attention to such weak voices from even unviable and neglected part of the whole society. What's more, I have a tough belief that this kind of consideration about affirmative actions on a basis of becoming a global leader will without a question make this world a better place.

Then last but not the least, in my opinion, global leadership requires having an overall and clear vision before one thing starts. Just as mentioned above, a certified leader could maintain and improve the whole atmosphere of the team as well as give out

intelligible instructions. Therefore, vision here especially a global leader should pick up, refers more to a relatively wide horizon about where the team is going or where the direction and the final goal is. Furthermore, in my personal comprehension, vision could be regarded as a specific purpose but without details on how to achieve it. Alternatively stated, just as the old saying goes that *all roads lead to Rome*, if I would like to devote all my life to solve the lack of clean water problem in Africa, it doesn't matter whether I'm an investor of a certain company or a scientist studying natural automatic purification system. Over engaging in particular details at the very beginning at any cases seems a bad idea to pass onward, which is because if too much time are spent on capturing a perfect schedule, where this methodology will lead to will become more and more vague.

As for the last part of this report, I would like to share my personal point of view towards this Kingfisher program. For the great sake of this program, I have ultimately made up my future vision, which is to support people to pursue their own happiness with the help of adequate awareness of *diversity*. Nevertheless, the definition of happiness differs among every individual by all means, thus it is said to be difficult to figure out the question what is happiness. However, I admire various comprehensions of happiness and it is also very fortunate for me I happen to do research on these spiritual and metaphysics things, so as a consequence I am confident enough to solve this problem.

Above all, the main purpose I chose to join KGLP to find the connection between my research and global issues, and in the end I'm more than glad to say that with every help of everyone, I have gratefully accomplished that goal.

Hui Chun Wai (Jimmy)

Master's course, Graduate School of Agriculture, 2nd year

Introduction

Leadership is my interested topic throughout my study in Kyoto University. As a scholar of Asian Future Leadership Program (AFLSP), I have attended different kinds of leadership workshops and try to learn to be a leader in order to contribute the society in the future. However, the definition of “leader” and “leadership” are still not determined enough in my mind. By joining the Kingfisher Global Leadership Program, I have precious chances to meet with current leaders working in international organization and listen to their explanation on their own styles of leadership. Moreover, it is my first time of visiting United States and I would like to share my experience on cultural differences between US, Japan and Hong Kong in this report.

What is Leadership?

One of the missions of this program is to empower the next generation of leaders with the skills we will need to thrive in an increasingly globalized society. Although there is no a single answer for “what is leadership”, I found some common points that have been frequently mentioned by all speakers and summarized as below:

- Communication skills

Communication skills are something basic but important to not only leaders but also to all kinds of

people. Communication is an interactive process that involves speaking and listening which allow people to share information and achieve mutual understanding as a result. It is widely accepted that a leader should be able to express his/ her own opinions with a great vision to lead others and complete the mission, while the listening part is frequently ignored but is as important as the speaking part. Before I joined the program, I always tried to generate perfect ideas and kept convincing others to accept my provided options; However, now I have learned that people yearn to be heard. By creating a comfortable environment for people to speak, I can understand others, show compassion and develop patience.

- *Network*

“If you want to go fast, go alone. If you want to go far, go together.” Building a network with people from all fields of study is always better than just knowing a group of people within your own field. One simple example about the importance of connection is that the program will not exist without Dr. Kuno’s and Dr. Ueno’s network constructed since many years ago. This program provides a great platform for us to know more professionals in different international workplaces who are mainly OB/ OG from Kyoto University. In the future, the network we built in this journey might become an opportunity to our career path.

- *Knowledge*

In my opinion, knowledge is the most important element that a leader should possess and is a kind of hard-core skill that cannot be obtained in a short time compared with other 2 characteristics mentioned above. Knowledge of a professional field of study may be proved by a Ph.D. degree or many years of experience working in a big company. For the same argument being spoken by two people, the one with more reference knowledge will be convincing compared with the another one.

Impressive Quotes

Although it is difficult for us to memorize most of the content from all speakers, I believe inspiration always triggered by a few words. Below are three quotes from the speech of three experienced seniors that impressed me the most in this program.

- *“Always summarize into 3 points.” (Mr. Nicolas Szechenyi, CSIS)*

Nicholas Szechenyi is deputy director of the Japan Chair at the Center for Strategic and International Studies (CSIS) and his research focuses are US-Japan relations and US-East Asia relations. As a senior in the think tank, he is often invited by radio or TV station as a commenter on various political topics. He mentioned that in order to explain difficult points to the publics, the best way is to not include insufficient or excess information, which means summarizing into 3 points is the most suitable. Some of the students during presentation tend to show all the data they got and try to explain everything they know. However, the audience usually cannot digest and understand most of them in a short time. Therefore, the ability of selecting truly important points is crucial.

- *“Ask the right question.” (Mr. Norman Bay, Willkie Farr & Gallagher LLP)*

Mr. Norman Bay is a partner in the Corporate & Financial Services Department and Head of the Energy Regulatory and Enforcement Group in Washington. He is also the first speaker

in this program talking about leadership. When he mentioned that good leaders should have a commitment to do the right thing, I asked him “Judging right and wrong is difficult at the point of making decision.” Mr. Norman Bay then replied me a wise answer, he said “then you need to know how to ask the right question.” Asking is a process of requesting someone to provide information, while asking a right question can gain more feedbacks that might help us to do right things. For example, during the group interview of Kingfisher Global Leadership Program, at the end the interviewer asked if we have questions. A girl asked “What is leadership?” Obviously, the question is too general that the interviewer could not explain it in a short time and said “you will know if you are selected” Unfortunately, the girl was not selected and hence this experience let me rethink the importance of asking a right question.

- *“Don’t be too nice or too passive” (Devang Thakor, Ph.D., Anioplex)*

Life is short and opportunity is fleeting. Dr. Devang told us there is no a fixed way according to our educational background. Even he was originally a researcher in a basic biological science field, he noticed that the professional knowledge he had can help him to start a company and become a consultant which can provide advice to researchers in other laboratories. He mentioned that people tend to stay in their comfort zone and refuse any probability existing outside their expertise. This mindset will miss many chances of success.

Experience in Washington D.C. and San Francisco

Last but not least, there is one worth mentioning story when I was in the U.S. Although D.C. and San Francisco are both wealthy areas, it was surprising that homeless was very common on the street. Firstly some of us were afraid of those people but on the last day of the program, we tried to communicate with them and provided them some leftover sandwiches. Actually, they were not scary at all but pitiful in my point of view and this story triggered me to do research on the impoverished problem in the U.S. Finally, due to the length of the report, I have to stop here but I do want to share my inspirations if anyone is interested. Please do not hesitate and send me an email to jimmy19963@hotmail.com

Shion Okada

Faculty of Agriculture, 3rd year

Joining the program for about two weeks has been very rewarding for me. Visiting institutions that we cannot normally visit, interacting with people working there, and interacting with Kyoto University alumni are very valuable, and I wanted to make use of them in my future career. I'm deeply grateful to the stakeholders for giving me various opportunities that I wouldn't normally experience.

Before joining this program, I couldn't imagine my future career path well and I was looking for ways to shape my career. I was worried that I couldn't decide on one way because of the various possibilities, and couldn't make a satisfactory conclusion. In addition, I haven't taken risks and have taken a safe and uncriticized path. And I could not imagine myself playing an active part in the world. However, by participating in this program and listening to the opinions of various people, I was able to touch on various ideas that I had never noticed before. I was able to talk about the careers of people who are active in various fields, and there was a lot to learn in my career development. I realized that I could be active in a world with a much wider range of options, depending on my way of thinking and my way of life.

In this program, there are lots of things I could learn. However, this report focuses on three lessons learned from the program.

1) Don't limit my possibilities

I was not confident in myself and often thought I was inferior to others. However, rather than deciding my own potential, I think it is necessary to look for what I can do and consider what my abilities are. If we judge "can or cannot" with our current ability, we can't do anything new or difficult. I thought that it was important to always believe in my own possibilities and challenge with courage. I don't know what my possibility is yet, but I want to find and I want to expand my possibility more. So I think

it is necessary to try new fields. If I can unlimit myself, I think I can find my new possibility and I will be more confident.

2) The experience won't go to waste

I've found that everything I've been doing is not a waste, and each one is useful for my future. Connecting with the first one, I think it is important to challenge into new fields and what I'm interested in. Now I'm in the faculty of agriculture and I learn about food and biotechnology, but I also learn museology to get curator license. I don't know whether it is useful to me, but I like art so I decided to work on it. It is very interesting because I can get different perspective and I hope it may help me someday. I want to broaden my own view to become more mature parson.

3) The importance of expanding the network

Through this program, I was able to listen to the career path from many people who are active in the world and I could have the opportunity to communicate with them. I think expanding the network is necessary to expand my potential, find new value, and have a broad perspective. I want to use my network gained through this program to improve my career. And also, I want to be a useful person to them and give them back someday.

I also think that trust is the key to connecting with people in expanding our network. This program allowed me to interact with many people because of the trust of Professor Kuno and many other people, including Kyoto University. From now on, I want to build relationships so that I can be trusted.

4) IQ vs. EQ

When I visited Google, I was impressed by the phrase that not only IQ but also EQ was important in how to perform. IQ, or Intelligence Quotient, is a measure of the result of a test that measures the level of intelligence or degree of development, and EQ, the Emotional Intelligence Quotient, refers to the ability to perceive, control, and succeed in the emotions of oneself and others. It's difficult to aim for IQ above a certain level, but it turns out that EQ is something we can control ourselves. I didn't know that there was the concept of EQ so far, and I felt that IQ was a minimum necessary ability,

and having EQ on top of it is necessary to be active in the world. Increasing the EQ will improve human relationships both inside and outside the community, and controlling emotions will improve work performance. I needed to be able to recognize what others were looking for and felt that I needed to work hard to improve myself. In addition, I needed to be able to control my feelings, think about what I was missing, and analyzing myself.

I participated in this program and thought that the shape of the leader was not fixed, but there were 10 different shapes if there were 10 people. The ideal leader images of the 10 members were various, and the work styles and ways of thinking of the people I met while visiting various institutions varied. As a person who we met CSIS mentioned, listening skill was one of the necessary skill for a leader, and I wanted to extend this ability even further. I also wanted to improve my communication skills.

I might not be a leader in opening up the world, but I want to have leadership like thinking about what is needed, being close to those in need, and recognizing the value of others. For the future, I want to work hard on the task at hand, and then follow the path that I can see. The career path undecided yet, but I want to be a helpful person in our society whether working for a company or becoming a researcher.

Finally, I want to say that I am honored to participate in this program. Meeting the 10 members who participated in the program was a great fortune to me. I would like to say thanks to all the people who supported the program and the wonderful members.

Qiuying WEN

Master's course, Graduate school of Education, 1st year

The leadership in a new global age

Before participating in the Kingfisher Global Leadership Program, I once thought that leadership is a kind of abstract concept to understand. Because before talking about leadership, we ought to have a leadership in the reality. But thanks to the Kingfisher program, the opportunities they provided truly broadened my imagination about leadership and gave me a chance to see people devoted themselves to their work.

The Kingfisher program is a good opportunity for all the students at Kyoto University, no matter which faculty you come from, which grade you are in, and what nationality you are. During the 2-week exciting journey from Washington D.C. to San Francisco, you will harvest your unique experience quite different from you have known in the world backward. As long as you are eager to learn, the people you meet and the institutes you visit will all inspire you and push you to become a better version of yourself, which I would like to call it a once-in-a-lifetime opportunity.

What I learned from the Kingfisher program that I am writing to share with you, comes from my experience and thinking, yet I would like to summarize it more commonly, so that it may help the students who are interested in this program.

1. The leadership in specific

Leadership skill is the thing most frequently mentioned in this program and it was discussed by leaders from all walks of life. Some leaders like Mr. Norman Bay from Willkie Farr&Gallagher and Mr. Kaz maniwa from U.S. Japan Council had spoken to us about the necessary qualities for a leader to have, by asking us what we think makes a good and a bad leader. I noticed that my team members all have their definition of a good leader, listing their teachers in school or bosses in their part-time job. I am also not

an exception from them. Overlooking and thinking people we met gave us a seeable vision of the leadership.

While other leaders put it differently. They along with their colleagues talked about their career path and some issues in their work. By discussing with them, I felt their great passion for their work and team—they are experts from different areas, but all share the common belief that makes the world better. Thus, I realized that leadership is not a routine, it varies from person and person, circumstance to circumstance.

I remember in the lecture presented by Sandra Crowe, we team discussed the personality of extroversion and introversion. The conclusion we came up with is there's no better one between the two personalities, and introvert people are also able to become a good leader because they may have better listening skills and more sympathy. To some degree, this changed my understanding of leadership and now I am convinced that depends on different communities, organizations and special areas, leadership in the specific circumstance also changed. So, there may not be a principle of good leadership and there won't be a permanent good leader in every circumstance.

As for our young people, I think we should think about what kind of leadership we are looking for, what kind of team and community we would like to stand in. Behaving ourselves right now, working hard, building network relationships can help us get a better vision of the leadership for our own.

2. It's your experience that matters

The second thing I would like to share with you is I was amazed by the varieties of the career path of our lecturers. Most of them didn't follow a provided routine, rather, they found out their way by challenging a lot, not afraid of mistakes. For example, the lead Economist in World Bank, Mr. Hiroyuki Hatashima once was studying anthropology in his undergraduate school in Kobe, Japan. He then became interested in economic and had no hesitation to change his major and studied in the U.K. After getting the master's degree, he worked for research institutes, banks and a brokerage firm in Tokyo, African Development Bank, and finally joined World Bank.

Mr. Hiroyuki Hatashima is not the only person we have met that holds such an amazing experience. But what impressed me most by him is he always preserve his interest as an anthropologist and economist, and therefore he went through the world, studying and working for various institution and did not lose his original interest. When he showed us his working photo in World Bank to help African cocoa farm, in which he is standing with farmers, smiling happily, I saw his early years as a student studying anthropology, dreaming to join the global world.

I truly appreciate lecturers who show their challenging career paths to us. They inspired me to try new things and do not afraid of defeat. I do not know whether it is a tradition in East Asia that we should do our right thing in the so-called right time, like attending school, graduating, finding a job, getting married, all in time. It seems that all the thing is designed in plan and there's no time to make mistakes.

Many friends of my age, including me, are all kind of worried about our future career. I suggest if we can find out our true interest, we should not hesitate to challenge and leave the old world. It's our experience that truly matter and it's our experience that makes ourselves. Why not just give ourselves the privilege to go the long way round? I believe as long as we persist our passion and interest, we can make a better version of ourselves.

3. The cross-country knowledge sharing in a new global age

The Kingfisher program is also a good chance to know deeply about the U.S. and Japan-U.S. relationship. The U.S. State Department, Foreign Service Institute, think tanks, and other NGOs we visited gave us a good vision of the global world. We have seen issues cannot be solved by a single country and issues itself comprehensive for relating many countries. For every country, nowadays it's hard to deal with problems by its effort.

I am personally very fond of the words from a staff working in IDB (Inter-American Development Bank). He suggested that cross-country knowledge sharing is essential for the global world, which means the domestic experience and knowledge by sharing in the global world may also benefit other areas. As far as I am concerned, concerning the

diversity of the global world and the intense relationship in some areas, in many issues, it is not realistic for every country to come to agreement in the short term. But the knowledge sharing by publications (books, newspapers, archives) and people's flowing (studying abroad, working abroad) can build a foundation for further understanding.

The 2020's Kingfisher program was finished just before the corona-virus crisis engulfed the entire world. Many experts in economy and history have predicted the global world will fade and we are facing a poorer, meaner, and smaller world. In the coming 5 to 10 years, I assume we will face a new challenging global age and we must adjust our strategy facing the rising stream of nationalism and more complicated geopolitics. The new age is calling a new leadership in the global world and we young people should be alert and think deeply.

Prakhar Saxena

Faculty of Engineering, 2nd year

Kingfisher Global leadership program is a very unique learning experience, it gives exposure to various big organizations and global companies for participant students. It also provides university students with an opportunity to experience how real world organizations work and make various connections and develop skills required to be a leader in a diverse setting. In this report I will talk about my experience, thoughts, feelings and the things which I learned during the program in a chronological order.

I had never been to the USA before this program, so initially when we landed at Dulles Airport and entered the city, I was amazed looking at the city of Washington DC, as it was different than any city I have visited. The architecture was completely different and everything seemed and felt big and grand, including the portions of food. Another thing which I noted was the diversity, Washington DC was full of people from various race and one can hear so many languages just by taking a walk in a busy street. This was the amazing first impression I had at this program. Moving forward to the day of reception in Evermay, it was the first time I was in the same room as tens of elite people from all kinds of background and the fact that we had to do an “ask” in front of them was an interesting challenge. It was from this day I felt and thought that big organizations and companies are not out of my reach, by which I mean that as a child I used to read about NASA or Google or World Bank in newspapers, and for some reason they seemed to be very far and reserved for some “special” people, however this interaction with various elite people made me more confident and these big organizations did not felt far or out of my reach.

The next day, we had wonderful lectures at Evermay, and this was the time I came to learn about think tanks and the work they do, it was a great learning experience as we were introduced to the workings and details of various think tanks. The next two day we spent visiting World Bank, IMF, Embassy of Japan, George Washington University, State Department, CSIS and IDB, since I have studied science and engineering my whole life, these organizations gave me an insight of how things work

diplomatically, where there might be no right answer unlike sciences. It was also during one of the visits I saw how diplomatic people are so proficient in answering questions asked to them while avoiding any controversial statements, a skill which I want to learn. The next two days we spent visiting Halcyon incubator, NIH, Halcyon arts lab, FSI and NASA(a place which I was very excited to visit.). Halcyon incubator was quite interesting, however I expected to listen to the pitch of the residents of incubator which was not possible due to time constraints. Next was NIH, which was amazing, it also fulfilled one of my goals of seeing cutting edge research being converted to a product which can be used in the real life, as in the case of Dr. Kobayashi and his research which is in the market phase. The same day, during the evening we made an art project in Halcyon arts lab and I had an opportunity to talk with the founder of Foodhini, it was quite interesting talking with an established social entrepreneur with an engineering background, I learned about the troubles he had faced after taking the offbeat path of social entrepreneurship. At NASA I had the chance of viewing the details about the telescopes which would be used to explore our galaxy, this experience also strengthen my feeling that even NASA is not far away from me and can be reached if I work hard in the right direction.

Our next destination was California, San Francisco. Since San Francisco is the hub of new technology in the whole world, I was really looking forward to it, and as expected, San Francisco did not disappoint me, as we were going from the airport to our hotel, one could see clusters of billboards of new companies, startups, API's, softwares and technologies. The next day was free, so I and three others went to Alcatraz Island, although till now I have had conversations with everyone, it was this trip where I had some deep conversation with three members of our program, an interesting part of this program is the diversity of the group, since we had students from various majors it was very interesting and informative for me to talk with them and know their opinion on various matters, I could also connect with few of our members on a personal level. The next day we went to UCSF and met few people amongst which the conversation with Mrs. Namazu had a great impact on my thinking. I had read Mrs. Namazu's bio and was very impressed by her work and achievements, I was so impressed that I neglected the fact that she was also a human and had her own problems, so when I was talking to her

and she told about the problems in her personal life, it made me realize that everyone has their own struggles. This was one of the most important lesson I learned during the program. The next day, visit to Prof. Okimoto's house made me realize the power of a well told story, the way he narrated his story was like an emotional roller coaster ride which everyone seemed to enjoy, this is another skill which I want to develop. After that the most awaited visit of the whole program came- the visit to Google, the office of Google is truly a different kind of world, it looked so organic and raw that even the atmosphere of universities might seem a bit formal when compared to Google. Google was also the place where I could find some insight of leadership in a diverse ecosystem, which was another of my goal I wanted to accomplish. Then came the final day, where we all gave a short presentation about our two week journey and what we had learned from it. Personally, this presentation session felt very important for me, as it forced me to dive into my memories and feelings of past two weeks and pick up the important lessons and points which I had experienced and learned.

In, conclusion the two weeks of KGLP were one of the most informative and experiential weeks of my whole life. The amount of information and connections we gain during this program is huge. I am sure that the connections, skills and insights I gained during this program will be of great help with all my future endeavours.

Mao Takashima
Faculty of Law, 2nd year

Introduction

What does it mean to be “global”? What does it mean to become a “leader”? I have been asking this question since the day I moved to San Francisco in 5th grade. I lived in the United States for a total of 13 years, and people would tell me to become a bridge between the US and Japan. What exactly does that mean? I did not know the answer even after I went back to my home country and entered Kyoto University. That is why I decided to apply for Kingfisher Global Leadership Program. Throughout the program, I had the chance to talk with lecturers from various backgrounds and was able to gain insight into the various forms and possibilities of a “global leader” and who I am as a person at core.

What is a leader?

I want to start by defining what a leader is. A leader is someone who makes the way to reach the “goal”. This goal can be anything, from a small step to a big change that have social impact on the society. Often times, leaders are very vocal on directions and their opinions, such as what they are thinking and what they are aiming for. That led me to be under the impression that leaders must have a really big voice. However, through this program, I learned that this is wrong. There is a term called “quiet leaders”; those that listen and are very good at grasping what everyone is thinking. Amongst the 10 students that were participating in the program, some were very good at listening to what others were thinking even though they were not very “loud”. And yet they were still very good leaders. From that, I learned the importance of both roles. We also had the opportunity to talk about qualities that good leaders have with Mr. Norman and Mr. Maniwa. Some qualities include having passion, vision, respect, decision making skills, being honest, trustworthy, and appreciative. But what was most interesting was that both Mr. Maniwa and Mr. Norman emphasized on the importance of listening and understanding. Listening is one of the skills I lack, so I realized the urgency and importance of

achieving this skill. Furthermore, Mr. Maniwa pointed out that even if you lack some skills, you may still be a great leader. For example, Steve Jobs may not have as much listening skills as other great leaders, but he is still a “great leader”. From this, I realized that there is not a set of qualities that make up a good leader.

Tips

We had the opportunity to do a leadership workshop with Ms. Crowe. She gave us several tips which will be very useful. One of them is having a growth mindset; when discovering something new, something you don't understand, it is very important to think about its possibilities rather than to give up on thinking about it. This growth mindset is probably one of the most important aspect when countering something unexpected, especially in this VUCA world. I learned that I should not be confined to my own norms and try to think outside of the box. The second tip I learned was to take risks. When I make choices, I often take precautions, so that I do not look miserable when I fail. However, Ms. Crowe emphasized on the importance of lowering those precautions. To say the extreme, the worst that could happen is death. When I am older, I will probably have to make choices for my own career, but thanks to this tip, I will probably be able to risk it. The third tip is knowing whether you are “extrovert” or an “introvert”. This comes down to simply knowing yourself. Knowing how you relax the most so that you will be able to manage the stress that you may face in the future. I actually never thought about this aspect, so it felt very refreshing to learn that.

Mr. Szeschenyi, who works at CSIS, had experience in the Japanese broadcasting station. He gave us some tips for public speaking. He taught us on the effectiveness of talking in threes. For example, when talking about the current event, three points would be a) what happened b) the background and c) effect it may have in the future. Also, it is important to pick one thing to share, and not try to talk everything at once. I always try to speak and tell everything I know at once, but I learned that that is less effective, and that I have to be more concise on what I talk about.

Identity

We have had a chance to have conversations with two Japanese Americans who experienced concentration camps back in the second world war. I have actually been to Manzanar camp when I used to live in San Francisco, but by listening to Professor Okimoto's personal story, the history felt much closer to my heart. One of the interesting points that Professor Okimoto and Mr. Maniwa have pointed out was their identity. As a Japanese American, especially as a Nisei (second generation), they considered themselves to be an American than a Japanese. However, Americans at the time would look at Japanese Americans as Japanese, as spies, or as enemies. Even without such situations, I always questioned my own identity. I consider myself to be Japanese, but people in Japan would sometimes point out that my opinion, my thought process and my reaction are "so American" or "not Japanese", especially because I lived in the United States for more than half of my life. Sometimes, I felt like I was being shunned by the community I thought I belong to. But by talking to the Professor Okimoto and Mr. Maniwa, I learned that it is not wrong to feel this way. As long as I feel like I am part of the community, it is okay. I do not have to prove to the people around me that I belong to the community, and I should simply be proud of who I am.

Conclusion

Through the experiences in Washington D.C. and San Francisco, I learned that there are both quiet and loud leaders. I learned that importance of listening to others. Having a growth mindset and conveying your points effectively by talking in threes are some tips to becoming a better leader. I was able to think about my roots and my identity. I wish to use those thoughts, knowledges and tips to pursue my career and have an impact in the society we live in.

Michito Ujino
Faculty of Medicine, 1st year

In this program, I learned numerous things which is helpful for my life. In this report, I write about three important themes for my future.

First, communication skill is necessary tool in this society. There are mainly two reasons. First, communication is beneficial for both people. Everyone has a different background, so it is usual that conflicts of opinion happen. I think it is unavoidable. However, we can communicate with opposing people, and make an effort to reach an settlement. Without communication, both affirmative side and negative one cannot express what they think and there is no way to solve situation. Only consistent communication has a potential to settle friction between persons. In this sense, I feel like American people are better than Japanese because in general, Japanese people are in general so shy and persistent that they are unwilling to talked about sensitive issue like conflicts. Thus, I thought I will follow American style. Second, if we communicate with other person, then we can develop good relationships with them, and that may help us in the future. As most speakers said, connection is really essential for starting something new, like applying for job, launching company, and making contract. As for application, I heard many times that there is a big gap between familiar person and strange person if both of them are at the same level. I had had a negative impression on connection because it seems contradicted with equity. But I learned whether they can make connection or not is one of the vital skill in order to succeed in this world. So, I will try to make as many connections as possible, because as the number is bigger, the more collaboration or cooperation with others I can make. To sum up, I bet that those communication skills will help my career development.

Secondly, “open mind” plays an important role in this increasingly globalized society. When you hear “open mind”, you may think it means just kind or tolerant. However, I think “open mind” has more comprehensive concept. This program taught me how important thinking globally is and I noticed that I did not have such a thought. Before this program, I only focused on Japan, and not so much study about abroad theme. But, through this program, I often heard same phrase wherever I visited. That is

“things are not so easy”. This society is so complex and complicated that almost no one can solve problems perfectly. When you take one action, that can make benefit, but at the same time another problem can happen. Japan is developed country, but it has many interactions between another countries and regions in many ways such as economically, socially, environmentally. I learned that global mindset is a necessary skill these days, regardless of residential area. Second, absorbing various field of knowledge is essential for our future. Before this program, I thought career as something like “tower”, however, some speakers told me career development do not go as you had expected, because future is unpredictable. Then I understood that career is not like tower, but closer to the image of “tree”. In order to grow bigger, tree has to make their root stronger and cover wide range of ground. If the root only covers specific small area, it is quite vulnerable to disaster, like earthquake, or flood. We can say the same thing to career. We have to study a lot of things during youth, so that we can adapt situation flexibly when we have to or want to change career. Therefore, I make up my mind to learn not only my field of interest, but other kinds of subjects, especially while I am university student. In addition, I realized that I have to acquire expertise in order to work in the competitive workplace, including international organization or global company. if you do not have enough knowledge or skill which is advantageous for the group, you are definitely replaced by superior worker, and taken your job. So, I strive to gain my expertise that enable me to work competitive field in the future.

Third, I write about how attitude related to our success. Through this program, we visited and met various people, and I noticed that all of them shares same three features. Firstly, they were so polite and humble. Even though they were so busy, they were so glad to meet us, and had a long discussion with us. Moreover, they answered questions sincerely even if it seemed to be very difficult to answer. Then I realized, that is why they achieve accomplishment and work as a global leader. Leader must be polite and humble because nobody wants to follow rude and arrogant leader, and no one will collaborate such a person. So, I give attention to my attitude toward others in order to have a good relationship between people. Secondly, they were so passionate about their jobs. While they were talking about what they are struggling to solve, they were so confident in it and proud of their current vocation. Some of the speaker said that they

were so glad to work there because they know how their works makes a lot of people happier. I think that such a motivation is quite important in consistent working, because motivation about their job can inspire us even if they were under difficult situation or when we failed in doing something. Lastly, I noticed the most important characteristic that I lack, “optimism”. Before explaining in detail, I define the term “optimism” on my own words. Maybe some of the readers think this word is similar to “overlooking the future”, but I interpret it differently. I think “optimism” means believing myself and my future. Before this program, I was pessimistic about my life because of my sense of powerless and feeling of meaninglessness. However, I realized we have to combat such a cruel world, because it is no use to become pessimistic and take no action. Although it is hard to keep optimistic, especially in medical field where we encounter many people’s death, but I believe I can sustain it in the whole life.

Thanks to the S&R foundation, and Kyoto University, I had a once in a lifetime experience in two weeks. I am so appreciated for all of the support, and I will make an effort from now, so that I can be the light of the world.

Hinako Yano
Faculty of Agriculture, 1st year

To Be a Global Leader

1. Introduction

All participants have forgotten advice from Dr. Kuno. Before leaving Japan, she gave us a lecture about global leadership and her career in the orientation. She suggested us to choose the leader and two subleaders to make it easy to take action by ten participants. At that time, we were not familiar with each other and had too many things to plan; souvenirs and room allocations. After coming back to Japan and skimming my note, I was reminded of her advice.

1. Who can be a leader?

On the first day of the program, a mental coach, Sandra Crowe, gave us a lecture about the personality of leaders. She explained that personality is largely categorized into introvert and extrovert and we analyzed ourselves according to this category. I expected that other participants were extrovert because they were much talkative than me and looked outgoing. Surprisingly, almost all participants including me were introvert, unlike my expectation. Through self-analysis, I found that whether introvert or extrovert does not affect behaviors. She told us that personality cannot be changed but can change behaviors, outside personality. Before the program, I imagined that leaders should be extrovert for better communication with teams. However, she said that introvert person can be a leader because extrovert or introvert just depends on where we get energy from. Now I found that I do not need to force me to be extrovert and I can be a leader by improving my behavior.

2. The skillsets for a global leader

Before the program, I had no idea about global leaders and then decided to understand global leadership as one of my goals in the program. During the program, I had many lectures from those who work on international organizations and companies. Among many skillsets of global leaders, I will write down impressive three of them.

(1) Taking risks

Firstly, many lecturers argued that leaders should be a risk-taker and encouraged us to take risks to success. Before participating in the program, I thought that leaders should expect the worst situation and try to take safer ways. I am good at accomplishing plans and tend to avoid taking risks so as not to cause an unexpected situation. At first, I could not agree with this skillset. However, I realized that global issues cannot be solved by existed solutions and global leaders need to cause innovations to survive in a vulnerable world. Besides, hesitating failure and avoiding risks means giving up a business chance to rivals. In this sense, global leaders should go forward to innovation regardless of risks. To broaden my future, I should try new possibilities without being afraid of failure. A lecturer said that we should regard failure not as “Win or lose,” but as “Win or learn.” From now on, I will try first and focus on learning from failure.

(2) Being optimistic

Being optimistic was also emphasized by many lecturers. I am pessimistic and try to avoid risks. Although I knew that being optimistic is better than pessimistic to do something new, I could not turn my mindsets. In the former paragraph, I mentioned that leaders should take risks to cause innovation. This idea completely changed my way of thinking. Properly taking a risk is not stupid and rather gives us opportunities to develop our skillsets. A worker of Intel, Naoki Matsumura, introduced a famous phrase of Robert Noyce, co-founder of Intel; optimism is “an essential ingredient of innovation.” I found that I should imagine the best outcome and not be excessively making mistakes.

(3) Being a good listener

The other skillset is listening to others. I believe that the biggest difference between leadership and global leadership is the skill to engage in a diverse group. It is said that a diverse group is more likely to have trouble due to different stakeholders, values, and customs. Besides, global leaders tackle worldwide issues, which cannot be solved alone. According to the Senior Fellow of CSIS, the number one think tank in the U.S.,

listening skill is one of the three most important skillsets for global leaders. He explained that leaders should listen to others so that others feel comfortable. Another lecturer said that employees get eager to their jobs when they find the jobs meaningful or are appreciated. Thus, global leaders should be good listeners to proceed with diverse teams and motivate them.

3. To global success

Throughout the program, many lecturers encouraged to build networks. Speaking of business, good human relationships help us to build brands and reputations. Minister Mukai, Embassy of Japan, said that negotiation is determined by network and time. Furthermore, connections are helpful in terms of career. In the program, I constructed networks with the participants and alumni. Indeed, the participants gave me new perspectives on my career and will continue to be good advisers. Also, many lecturers who finished their Ph.D. in the U.S. emphasized that networks helped their academics. Before ending this paragraph, I note that networks are not a matter of quantity but quality. A man whom I talked in Evermay told me that the number of exchanged business cards or emails does not represent networks. I will build dense relationships by keeping touch with those whom I met rather than recklessly trying to expand connections.

4. Conclusion

Though there was no specific leader in the program, we did not experience any big trouble. It was because all the members performed leadership in each situation. For example, one managed souvenir and another member took care of time when meeting up. When we visited variety fields of organizations and companies, not all the lectures were directly related to our fields. However, those who were familiar with a topic led discussions and all members could participate in discussions. In this way, I learned global leadership from lectures and other participants.

I note that participants with a variety of backgrounds enriched two weeks. One of the most exciting memories was discussions, outside the planned schedule. I discussed with members about many topics; education, capital punishment, vegetarianism, and cannabis. It was a great experience to talk about these kinds of

relatively serious topics. Discussions with students from different faculties gave me new ideas and perspectives. Leadership and future career are still not easy for me to digest, but I believe that I can fully understand these concepts later in my life. Finally, I appreciate all who engaged in this program and wish for the prosperity of the Kingfisher program.