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**Faculty of Letters, 3<sup>rd</sup> year**

## **Introduction**

I am a third-year student in the Faculty of Letters, and I am interested in working in the field of education. I applied for the Kingfisher Program because I expected to experience a variety of things which I cannot anywhere else and enhance my ability to speak English through discussions. I also anticipated that I would comprehend the notion of “global leadership” through this program. And of course, the Kingfisher Program met my expectations. It was the chance of a lifetime. To begin with, I would like to write about my experience in this program.

## **My experience in the Kingfisher Program**

The most wonderful point of this program is that you can meet and discuss with many leading people from all over the world. There is no other program which can serve students with such a great opportunity. Every speaker has a different background and therefore different opinions. I could look at an issue from different viewpoints through listening to their lectures and understand the importance of seeing one issue from various points of view. It seems to me the speakers are embodying the notion of global leadership, which I am going to write about later on. They are not afraid of taking risks. They have opinions on various topics in different fields. For instance, I put questions on education to people not engaging in that field so that I could examine the educational problems from various viewpoints. The speakers told me about their view on education and I was very surprised because what they told me was very firm and innovative. They inspired me a lot during the Kingfisher Program.

The participants were also inspiring. They have different nationalities, academic backgrounds, and ages. All of them were eager to deepen their knowledge and ask questions. We often discussed many things such as social problems, current situations around the world, and linguistics, which is my major, when we were spending time together. I could learn various things from them and I am very glad to spend precious two weeks with them.

In addition to these, the two-week life in Washington D.C. was so impressive. Washington D.C. is the capital of the U.S., one of the superpowers and thus people all over the world come to this city. Spending two weeks in such multicultural environment inspired me a lot. Moreover, we could visit many places, such as museums and tourist attractions when we had a free time and had a good stay in the city.

### **What I acquired in the Kingfisher Program**

I could gain a lot of skills during the Kingfisher Program. However, I would like to write about three of them here. First, I could obtain the skill to make good questions. During the program, I had many opportunities to ask questions to the speakers. However, I could not come up with any questions in the beginning of this program because when I make a question, I have to understand the main points of the statement and associate it with what I would like to know or what I am interested in. This requires some practice, and the Kingfisher Program was a good chance. I tried to ask questions as much as possible and I could gain that skill. Then, the second skill I acquired through this program is the one to express my ideas or discuss a matter in English. During the Kingfisher Program, we had many discussions and there were many opportunities to give my opinions in English. In addition, we the participants often

talked in English. Therefore, I could enhance my ability to speak in English. Lastly, the skill to live in the multicultural environment. As I wrote before, we met many speakers who have different backgrounds during the program and even the participants had different nationalities; five of us are from foreign countries. The two-week experience in this environment taught me the importance of understanding differences and respecting each other.

### **What is “global leadership”?**

It is very difficult to define the notion of global leadership in one sentence because a global leader should meet several requirements. Therefore, I would like to define the concept by describing four requirements. The first requirement: a global leader should be good at listening. Leaders are the people who bring their team together and harmonize opinions. Thus, a global leader needs to meet this requirement. In fact, Nicholas Szechenyi at CSIS advised us to listen twice as much as speaking. The second requirement is taking risks. Actually, many speakers mentioned this. In The House at 1229, they said, “do not hesitate to do new things,” and “try to get out of your comfortable zone.” Mr. Kentaro Katayama also told us to keep in mind to be discontinuous and get out of comfortable zone. The third requirement is being unbiased. Global leaders are the people working in the multicultural environment: they work with people from different countries and having different values. In addition, they have to lead a time of uncertainty. The world is changing at an unprecedented speed. Nothing is predictable in such a time. Therefore, unbiased mind is needed for a global leader. Lastly, leaders should have the ability to find unmet needs. Dr. Sawa Ito used the word “unmet needs” in her lecture. I think this ability is required to be a global leader because

they have to find which need has been unmet yet when they solve problems of the world such as conflicts and poverty.

### **My future career path**

The two-week experience in Washington D.C. was also an opportunity to think through my future career path. Before this program, I could not imagine my working in foreign countries. I assumed that there were few Japanese working in D.C. However, I met more Japanese than I expected, and this did surprise me. After meeting and talking with them, I could have an image of working abroad. In addition, as I wrote above, I asked many questions on education to the speakers and it was surprising that professionals in various fields had their own but innovative and firm opinions on it. This fact gave me a hope. I firmly believe that we can realize a good education all over the world in the future. I would like to add that I had a valuable opportunity to have a discussion about education with Dr. Kuno and this inspired me a lot.

### **Conclusion**

I could obtain various skills and comprehend the notion of global leadership through the Kingfisher Program. This two-week program was a good opportunity to consider my future career path. The Kingfisher Program was the chance of a lifetime and I encourage everyone to apply for it. It was a great honor to participate in the program. I would like to appreciate everyone who supported us and engaged in this program.

**Yo Nonoyama**

**Faculty of Law, 4<sup>th</sup> year**

September 2022, I joined one of the most valuable opportunities in the past 4 years in university. Washington, DC is where people from different countries and backgrounds with profound ambitions gather, cooperate, and always compete to pursue their goals and values. Spending two weeks in the unique environment, interacting with professionals of different fields, offered me a lot of lessons. I find all of them so meaningful that I would like to recommend future motivated students that they try to jump in. My focus in the report is to deliver as vividly as possible what I learned there and how I now feel. Let me explain what I had expected to gain from the program and three main points which I most want to share – the ecosystem of Washington, DC, networking skills regarding leadership, and reflecting one's experience carefully- and finally conclude with some words of determination, gratitude, and encouragement.

First, I want to clarify what kind of place Washington, DC is, because it is related to the essential part of the program. The district can be characterized in various ways depending on what aspect you focus on. Here, let me highlight what resource makes the place function actively. I find the main currency is information. To name some other cities in the US for comparison, the counterpart of New York would be money, and Los Angeles would probably be (spectacular) appearance. Working in Washington, DC means that you have a good command of information. In other words, if you are talented in any discipline or in handling information, you are competent enough to lead a career path whomever you work for. The ability allows you to design your future

career so flexibly. As I major in political science, I find it relevant in the field of politics. In fact, Mr. Frank Jannuzi, the CEO of Mansfield Foundation, described it as a kind of solar system. That is, there is the president office in the center (the sun), surrounded by core executives (Mercury), some major government departments (Venus, Earth, and Mars), and followed by the Congress (Jupitar) with moons (Congress Staff and lobbyists etc.) and journalists, thinktanks or researchers etc. (Saturn). In the solar system, professionals can move from one organization to another as if they were on a rocket to deliver information and skillsets, making use of their expertise and experience. And besides politics, the essential point – designing one's career path in a kind of zigzag way – can be applied to world organizations, business, or non-profit fields as well. The platform is totally different from what we see in Japan. Therefore, I perceived different types of leadership skills in the program.

In the Kingfisher Program, held in such a stimulating place, I sought to learn the possible ways in which I took advantage of my major off campus, and how I could develop the expertise much further to achieve my vision. I have a career goal of figuring out the essential mechanisms and factors of the political and non-political processes, so that the findings can help citizens make decisions in a complicated society or develop their mindsets to think and act critically through university education. Before Kingfisher, I had thought about the vision only from the perspective of a sole researcher. After all, I realized how narrow-minded I was, and now I realize it is important to include the viewpoints of leadership and the possibility of my being in that position.

Then what is important for leaders? Or what values do leaders hold? There are so

many aspects to mention, some of which should be highlighted in my friends' sentences, but I cannot stress enough the idea of networking within and beyond the group you belong to. A human mindset structure, in my opinion, can be broken down into three parts: own domain, conveyance method, and communication devise. For example, I major in a certain discipline as domain (politics), and exchange information with specific methods as if I were using conveyor techniques commonly recognized in the field (terminology, data analysis, etc.). In addition, the communication ability to reach out to other communities to deliver the outcomes of my work and accept others' as well will give me more chances to develop what I have worked on and to support others' challenges. Nobody cannot deal with everything on one's own, so communication is the key not only to overcoming setbacks but also to expanding your possibilities to further stages. In fact, all the people I met in Washington, DC must have worked so hard to achieved what they deserved. They have asked for help and made efforts to give support to people in need. Although it may simply be a matter of luck, being open-minded to others is something that can be developed through life experience.

And even when I am not in a leader position technically at one point, I must still be aware of developing the networking skills. A set of attempts are likely to continue in similar situations and actors, so it is worthwhile to train myself to think and act like a leader. Leader mindsets are not necessarily limited to leaders in action. No matter what position I am in, someone may ask me for help, or I might find someone in need. Therefore, being responsive and operative to others will develop my own career, leading to a sense of worth working (*“yarigai”*).

Kingfisher Program also taught me about the triggers of one's missions and visions. I intuitively feel that some Japanese students have little ambition they are eager to achieve. Most of them may believe it is because the country is physically wealthy enough for them to lead a decent life. They do not find social issues today crucial to their lives. Being free from any worries of living from hand to mouth is fortunate in some sense, but I do not find it ideal in finding the meaning of leading your life (*"ikigai"*). In the dialogues between speakers, especially between entrepreneurs, in Kingfisher, I was surprised to hear that what brought their business was their own experience of encountering difficulties. They seemed to have clear images of the problems and challenges they were trying to deal with. At the center of their endeavors were strong motivations based on what they met with. I was inspired to reflect on what I experienced and found interesting in my life - it does not have to be an extreme one - when thinking about the future. It is a kind of paradox that dating back to your past can help design your future career path. I neither want to hesitate to make decisions nor rush out without examining myself.

In conclusion, Kingfisher Program has offered me wonderful time and experience. I am determined to make the great use of what I learned in my future and stay close friends with Kingfisher members, who all supported and inspired me a lot. And I appreciate all the people who worked hard to make the program happen amid the pandemic. Thank you so much. Finally, to future Kingfisher participants, feel free to ask me for any help. Good luck!



**Uyanga Otgonbayar**  
**Faculty of Economics, 2<sup>nd</sup> year**

## **1. Introduction**

What does it mean to be a global leader, what does it take to prove yourself and your knowledge anywhere around to world, and how one reaches that point. These were the main questions I had before and got the answer during Kingfisher Global Leadership Program. Coming from a small country that has yet to have a big impact globally and is economically dependent on other big nations, it has been my goal to get out of the comfort of my own country and challenge myself in international organization and background. Kingfisher Global Leadership Program has given me the perception, direction, and motivation to reach that goal. Therefore, in this essay I would like to write about main things I have learnt from my two weeks stay in DC.

## **2. Career path**

All of the friends I have encountered and professors I have met all said that Ph.D. will be required only if you intend to be a professor or conduct a research. Therefore, I have never thought about going for a higher degree than masters. However, almost every international organizations including the World Bank and the International Finance Corporation and past alumnus and people who are working in my future desired field said that it would be impossible to get a job if I don't hold a Ph.D. degree. Thus, I have changed my whole career path I was considering before and changed my approach to my studies. As I mentioned before, I love getting out of my comfort zone and challenging myself in new environments. Until now I have lived in Asian countries for my whole life and would like to experience living and studying in western countries. During my two weeks in DC, I have noticed the difference between the teaching style of the US and Japan and liked how the professors there were open and tried to make personal connection with me. In addition, one of the main lessons from Kingfisher Global Leadership Program was the importance of having a good network. All of the alumnus I met that are working in an international organizations had graduated from a graduate school in the US and built better networking

connections because of that. Thus, for all these reasons, I have decided to do my master and Ph.D. in the USA.

Moreover, I have realized the importance of having one's own specialized field of interest in their story. Until now I knew that I like economics and finance, but people I met that are working in fields connected to economics always had more specialized field such as tax filing, policy making, and water resources... I still do not have a clear idea of what specific fields study as I am only a second year of undergraduate school, but my interest in economics definitely increased and now I am participating classes to gain more knowledge about different fields in the economic studies.

### **3. Personal Development**

The economics faculty in Kyoto University has its own nickname, 「パラ系」 which means “Paradise Economics Faculty”. It is named that way because we do not have to write a graduation thesis and it is said that classes are relatively easy compared to other faculties. Moreover, my friends and even my professors have told me before that GPA is not really important when it comes to finding a job, which is usually the main target of economic faculty students and getting into a graduate school in Japan. Even though all these information were really surprising for me at first, I had already gotten used to it and started to care more about just passing my classes and focus on finding a job. However, when I was talking to Kingfisher Global Leadership alumni who is working in the International Monetary Fund reminded me that the career plan that I put my mind into requires different commitment and path. This conversation made me realize that I should change my outlook towards my studies. Before Kingfisher Global Leadership Program, I was only going to class because I was required to and was only studying because I wanted to pass the test. After talking to many people who are the specialists on their field and having reminded of my main goal, the way I take my classes have completely changed since then. This semester I took classes that is on different fields of studies that I would like to know more about, attending the class not just because of the attendance point but to actually understand and learn, and doing my assignments not because of points but to research more about the topic. In few words, I can say that I have started studying with a passion instead of just as an obligation.

#### **4. Conclusion**

Before participating in the Kingfisher Global Leadership Program, studying in high ranked graduate schools, working in an important financial organizations, and communicating daily with high-position important people seemed like the tasks I would dream of doing but too scary to actually do it. However, being exposed to that environment and people made me realize that it is actually achievable. Now these goals do not seem impossible and can be achieved by using the tips and knowledge about planning my own career path, building, and nurturing network with other people, and knowing what these international organizations are looking for their recruitment that I got during my many meeting during the program. I am grateful that Kingfisher Global Leadership program gave me and a lot of other students like me an opportunity to be exposed to globally leading organizations and discuss with experts within their own fields. By meeting people who have already achieved their goals, I got the motivation and guidance to achieve my own goal too. Kingfisher Global Leadership Program there is much more to life than what I had in mind and there are people who want to support you to reach your dream. Finally, I would also like to join the Kyoto University Alumni meeting in DC and helping the future students like me.

凌 榆凱 Ling Yüke (Yukai)

3<sup>rd</sup> year, Faculty of Science

## INTRODUCTION

Kingfisher Global Leadership Program is a unique and memorable experience for me. During the program, I stayed in Washington DC for two weeks with nine ambitious and competitive participants, visited several different world-leading institutions and attended the lecture and discussions given by them. I was also able to explore the city and experience the American culture during my stay.

## DIVERSE DIVERSITY

If I were asked to conclude the whole experience in one English word, it would definitely be “diversity”, as diversity is always the core of the two weeks. Furthermore, the title “Diverse Diversity” is not a grammatical mistake, because diversity itself has multiple layers, and emerges in different aspects.

First of all, the constitution of the participants is very diverse. We all come from different faculties, from different years or ages, and even from different cultural backgrounds. Spending two weeks with new and different people might be a challenge, but in Kingfisher, this has always been a merit. We are very diverse, and thus during the discussions, I can always learn something new from my friends, getting some new angles of viewing the world that I could never imagine before. Even when we had an agreement on some specific statements, we expressed and evaluated it in very different ways, so there has never been something like “it should be” or “*atarimae*”, but we constantly think out of the box through interaction with others, and I also learnt a lot about respecting

different opinions and learning through different views.

Secondly, the institutions we visited are also of great diversity. The visiting covered almost the entire spectrum of world-leading careers, from scientific research (NATO, a science entrepreneur etc.) to political institution (Embassy, Think Tanks etc.) and economical institution (Incubator, World Bank etc.), and more. Being able to talk with different people working in different institutions, I had chances to learn about different fields of the leadership. Even inside each specific field, there are different types of institutions that work and think very differently. For example, regarding political fields, we have visited the Embassy of Japan, two think tanks, a political foundation centered on Japanese-American communication, and via Zoom the international politics department of a university. Some of their aims and goals are very similar, but they work differently and achieve their goals through different methodologies.

Next, the career paths shown are quite various. I was able to learn about the career paths of the presenters during their talks, about how they set up their goals, worked towards the goals, and finally reached their current position through twists and turns. In Japan or most East Asian countries, a career path is considered as something linear by most conventional perspectives, but here the world is much wider and multiple-dimensional. Some of them got a second degree on a different field after working several years and feeling unsatisfied with the current situation, some of them tried different places for career and finally are in their current position. Even one of the speakers created her own international institution and harvested great success. I learned from their stories that nothing is impossible, and never refrain yourself in a box.

## **NEW PERSPECTIVES, BRAODER WORLD**

Having concluded about the diversity of Kingfisher Program, I would like to write about some of my biggest feelings and outcomes of my participation.

First of all is the chance to learn a broad spectrum of things during unique visiting experiences. The visits we made during Kingfisher is different from normal university lectures, because we were approaching those frontier workers of different world-leading institutions, and we had chances to interact with them directly (or partly via Zoom unfortunately). My biggest interests are science and international politics, and I most enjoyed the discussions with various political institutions on some political issues but also methodologies of researching and function of that institution et cetera. However, the more important is that I learned more from other institutions that were “out of my interests”. My future goal has always been being a scientific researcher in fundamental researching and solving social issues, but there were some fields I had never experienced before or had always ignored, for example business, because I thought they were very far and irrelevant to my ambition. In this program, I visited and got to know more about those fields “half-forcedly” –but of course not bad at all. My horizon was broadened a lot, and I have learned their inevitable and ubiquitous connection with my ambition.

As I stated, I was always influenced by the conventional perspective of an East-Asian-style “linear career path”, but the experiences in Kingfisher allowed me to deny it. A fixed goal or a major “norm-like” career path should never be the reason of giving up diversity. Take language evolution – my favorite field – as a metaphor. The language evolution system is definitely not a simple Darwin-like evolution tree, but a complicated multidimensional network, but if we analyze a specific modern language, its path towards today was constituted by various “ins” (influences from waves of other languages) and

“outs” (phonetic shifts that made it distinct from its relatives), and that is never linear. The career path is similar. My goal of being a researcher and changing the society has not changed, but the routes through there is in a complex network, and there should constantly be “ins” (influences and perspectives of other fields) and “outs” (making choices on specific branches), or to say, convergence and divergence. To succeed in various convergences and divergences, I have to learn a lot, but moreover, I have to keep getting new perspectives from different fields and different ideas, and to keep thinking out of the box.

## **MOTIVATION**

With all these acquisitions, I was motivated quite a lot thanks to the program. The participants are very actively learning new things and asking questions actively, and working together with them were such exciting experiences. That was something I could seldom experience in the university. I was ambitious and actively work on so-called “extra” or “unnecessary” things, while most people in my surroundings (in the university) are not so active and are excited only on *Rakutan* (credits that are easy to get). I got lost and doubted myself several times, but the environment Kingfisher provided with gave me more confidence and motivation. I started to be able to believe that there is nothing called “no way”—even if a thing is not accepted in Japan, then maybe DC supports it, or if an approach is useless, then choose a different road from the broad network. And even working with people with such different backgrounds in such a new environment could be so successful and meaningful, I should never fear of trying something new and working with others on different fields. I am more confident to achieve my own unique career path and my final success, and more open-minded for more experiences and possibilities in

global society. Kingfisher motivated me a lot, to an extent that was much more than my expectation.



**Jeremy Ang Sea Meng**

**Graduate School of Medicine, School of Public Health, 2nd year**

It was my first time visiting the United States, and the whole Kingfisher Global Leadership program was prestigious and incredibly informative. Furthermore, the places we visited were fantastic. We saw the World Bank, IFC, NASA Goddard Space Flight Center, CSIS, Stimson Center, Maureen, Mike Mansfield Foundation, Embassy of Japan in the US, Halcyon Incubator, and K&L Gates. All these institutions are global, and I wanted to work with them. One of the institutions, IFC, mentioned that we could work on anything we want; they recognize and value our effort. It was a rare opportunity to engage and connect with different leaders through this program, which helped me develop my leadership skills. I always feel overwhelmed by commitments and responsibility, but this program makes me understand that with great power comes great responsibility. They also shared their insights and knowledge with us without fear of idea pilfering. They know that ideas need effective execution and shared that we should be confident to pitch our ideas.

The diversity of participants and speakers brought various thoughts to this program. Still, the speakers were inclusive, tried to understand other's perspectives, and encouraged us to continue what we thought was right. I learned a lot from them that while some viewpoints are different from our own, we should respect others' opinions as everybody's ideas are all important, which is essential to become a leader. There is some significant influence from all the speakers. All the speakers are very diverse in terms of background and expertise. I got to learn and pick the styles that fit me the most. Still, all the institution shared a similar ideology for leadership, which implied every successful leader have the essential qualities and skills.

It was hard to summarize all the speakers' leadership skills and qualities, but generally, they were amazing, and all of their information mattered to us. Dr. Kuno and Dr. Ueno were my role model in being successful entrepreneurs. They devoted their lives to creating a social impact on society and expressed strong leadership qualities. I also know that everyone could have their own business, although we are in an academic field. This was similar to what the CEO of VLP Therapeutics, Dr. Wataru Akahata, shared. He stated that his work transferred knowledge from theory to practice. Secondly, the founder of Otolith Sound, Sam Owen, let me understand that risk-taking is essential as it enables innovation, which is critical for entrepreneurship. He told us that failure isn't always damaging and we will succeed with our

persistence. He also told us that it was inappropriate to show that we knew more than doctors when seeking advice from them. Furthermore, one of the crucial parts is that we shouldn't hide bad news, offer reassurance, and inform the investors promptly without manipulating our results. I obtained similar advice from Ms. Kathleen Buhle, Ms. Karima Ouazzani and Ms. Johanna Harris in the at House 1229 as they said that seeking help and advice is essential, and we should believe in ourselves that we might not be perfect, but we are doing our best. Thirdly, in CSIS, Mr. Nicolas Szechenyi told us that leadership skills include the outer part, in which we should be confident in ourselves when talking to other people, and internal components, such as punctuality and multitasking skills. He also emphasized that a good leader always listens.

Not only leadership skills we also get to know more about US policy systems. In Mansfield, we were taught by the CEO of Mansfield, Mr. Frank Jannuzi, that Washington, DC, values information the most, compared to New York (money) and Los Angeles (appearance). He shared that Washington, DC was like a solar system, and we needed to travel between these planets constantly and gain new knowledge; if not, we would spend all our intellectual capital in the same place.

Mercury – National security council

Mars – Pentagon

Venus – State department

Earth – Treasury (Resources)

Jupiter – Congress (Capitol hill)

Saturn – Media (Front page of newspaper drive conversation)

Uranus – Pluto – NGOs and thinktanks

Dark matter – Intelligence agency

This was really interesting for me as I was unfamiliar with US politics, and I think that the traveling strategy applied to my actual life as we need to keep learning something new every day to improve and enhance our quality of life.

There were also some inspirational quotes from the speakers. In the presentation by the senior energy specialist in IFC, Koji Nishida, he told us we should do what we love and not plan too much about the future. I am always anxious about my future, and he let me understand that as long we study hard and work hard, we should also play hard to have a work-life balance. CEO of IIGR, Dr. Maki Fukami, said that instead of joining one, everyone could start their

international organization. Founder of Foodhini, Noobstaa Philip Vang told us that we should constantly believe in ourselves. These quotes are profound and inspired me to look at my life differently.

I gained more confidence through this program by talking with different entrepreneurs and speakers. I also understand that creating social impact is inevitable in the future. Halcyon incubator emphasizes this very much, and I think this is critical for my career in future. Moreover, this program offered an opportunity to connect with different world leaders and experience the work culture in Washington, DC. The whole program let me understand that opportunity is for someone well prepared, and it is too late to prepare when the opportunity comes. All the speakers have developed the necessary skills and abilities to improvise. This program also has profoundly impacted several aspects of my future career path as I learned different leadership skills and connected with one of the leaders that worked in an international organization in my home country. I wanted to operate globally and replicate successful health promotion initiatives in the world. This program provided me a chance to connect with leaders that might be able to offer me a position in a relevant organization. My vision was to build a world where everybody had access to clean water and safe food. To achieve this, my mission was to develop new technology to produce more nutritious and safe food, continuously monitor harmful substances in water and share technology with developing countries. This program makes my vision and mission more achievable and also lets myself be more prepared for my future career with skills and techniques such as resilience and communication skills.

Words simply cannot express and encapsulates my gratitude to Dr. Kuno and Kyodai Collaborative for offering such a precious opportunity to participate in this program. I have been so fortunate to meet Danielle, Kotaro-san, Osaka-san, Aya-san, Yamamoto-san, and Chiaki-san, who are very supportive of us. Traveling during covid is very restricted, but they still put so much effort into letting this program happen. I hope that the Kingfisher Global Leadership program cohort can keep in contact with each other, and I am pleased to make friends from around the world!

**Miki Teramae**

**Master of Public Health course, Graduate school of Medicine, 1st year**

## ■ Introduction

We, the participants of the Kingfisher Global Leadership Program, spent approximately two weeks in Washington D.C., developing a multifaceted perspective on career development from a global perspective and deepening our understanding of the concepts of competency and leadership necessary in a global knowledge-based society through our training experience at an international organization. In addition, the program aims to allow participants to attend lectures by experts in various fields at international organizations, engage in discussions with them, and make valuable, lifelong connections with them.

This year's Kingfisher Global Leadership Program participants came from various backgrounds. Specifically, students were majoring in economics, literature, law, agriculture, science, engineering, pharmacy, and public health.

## ■ My purpose for participating in the program

I am majoring in public health at Kyoto University's Graduate School of Medicine. I studied oral health sciences during my undergraduate years to become a dental hygienist. Moreover, in the future, I aim to pursue a career as a dental public health professional. Specifically, I want to become a researcher who can practice and develop individual and community health promotion nationally and internationally.

My purpose for participating in this program is to define my vision for the future better. I participated in this program because I believe that by learning what it means to be a leader

and what it means to work globally through this program, I will not only broaden my perspective but also understand what I need to do in the future to achieve my goals and better define my future vision.

This report will mainly discuss two things that changed due to my participation in the Kingfisher Global Leadership Program.

### ■ 1. Change in my perception of leadership

What exactly is a leader or leadership? This question came to my mind when I joined the interview for the Kingfisher Global Leadership Program membership selection. Therefore, one of my goals throughout the program was to find the answer to this question.

Before joining this program, I thought a leader was "outspoken, diplomatic, and capable of organizing a team." Therefore, I honestly believed I was not the right person to be a leader. I have trained to elicit patient talking points to become a medical professional. Therefore, I am confident in listening, nonverbal communication, and demonstrating techniques for getting people to talk. Thus, I am better at listening to others than at speaking up. In addition, my personality is rather introverted, and I have little experience working as a team leader. For this reason, I did not have many leadership qualities.

However, after participating in the program, people working for international organizations need rather than to have the ability to listen to others. For example, institutions such as the World Bank and NASA are composed of people from various countries. Also, institutions such as CSIS and the U.S. State Department deal with international issues regularly. Therefore, it is essential for them to fully understand that people have different ideas, cultures, and interests, to deal with these differences

appropriately, and always strive to build good relationships. In other words, for leaders working in international organizations to lead their teams to success, they must show good faith to their team members and all those with whom they work, listen carefully to what they have to say, and understand and respect the views of others. Therefore, one of the essential skills for a leader is speaking up and listening to others; for me, there may be opportunities to use my skills.

In addition, while leaders need to demonstrate leadership, leadership is not necessarily required only of leaders. Therefore, I learned that even if I am not the leader of an organization, I can still contribute to the team by exercising leadership for the team.

## ■ 2. Change in my perception of future planning

Anxiety about one's future is always present. So, to alleviate some of that anxiety, another goal was to learn how to develop an international career through this program.

I participated in this program when I was in my first year of a professional degree program, just when I struggled with my career path. Therefore, I actively asked questions to the speakers during the program, mainly about my long-term career development. All the speakers answered my questions politely. One of the answers that particularly impressed me was, "No one knows what the future holds. Your career may not always be what you envision." Several speakers shared this advice. These Japanese people started their careers in Japan and then unexpectedly decided to pursue an international career at a certain point in their lives. When thinking about their life plans, many people, like me, tend to overthink long-term risks 10 or 20 years down the road. However, I learned that instead of worrying too much and stopping there, if I am confident that I can continue my current specialty for a long time, the first step is to think carefully about what I can do with my

specialty as my next step.

## ■ Conclusion

I recommend participating in the Kingfisher Global Leadership Program to any student who wants to be internationally active in the future or who wants to broaden their horizons for the future. I am very grateful to have participated in this program because it helped me to understand my current limitations and where I stand regarding my future goals, and it helped me to clarify what I need to do for my future. In addition, I could meet wonderful colleagues and many respected people through this program. In particular, it is precious to have friends who respect each other regardless of grade, nationality, gender, or specialty. The Kingfisher Global Leadership Program was an exceptional experience in my life. I will cherish the connections I made through this program in the future.

Lastly, I would like to express my gratitude for participating in the Kingfisher Global Leadership Program. I want to thank Ms. Reed for her constant support throughout the program, the speakers, the International Education and Student Mobility Division staff, my nine talented and fabulous colleagues, and my family. Thank you so much.

**Amane Kishimoto**

**Faculty of Pharmaceutical Sciences, 3<sup>rd</sup> year**

The two weeks during the Kingfisher Global Leadership Program really opened my eyes, not only in that I learned specific leadership skills, but also in that I experienced vigorous discussions with people who are actually leading the world, found various options for my career, and met the other 9 inspiring participants as companions for life.

Before participating in the program, I did not spend so much time considering my career nor know what possible pathways lie ahead. The current COVID-19 pandemic had made the situation even worse, as my university life started online and I got weaker connections with people in my major including professors, seniors, and colleagues. Even though I have a strong interest in working internationally, it was difficult to get hands-on experience abroad, which made me frustrated by not being able to take active actions against my future career. Therefore, this program was ideal for my personal development. This report is not long enough to talk about the fulfilling two weeks, but I would like to write about three things which I learned and my personal feelings about the program.

### **1. Do not limit possibilities and work with passion**

One of the most surprising things during the program was that many people I got the chance to meet had unique backgrounds including career change. I have not decided my future career yet, but I have been presuming I would get a stable job and work there



for the rest of my life, because it is still so common in Japan that I did not even question it. However, the program taught me that there are a wide range of options. For example, I met some entrepreneurs who started their own business to realize what others had never done before. I also learned that many incubators such as Halcyon exist to help startups succeed through providing better environments, resources, and advice. I had never imagined starting my own business, but I thought it could be one great option. Besides, I found many other possible options for my near future career; getting a Ph.D., doing research as a postdoctoral fellow, studying in a foreign university, and joining a double degree program.

One thing I realized at every organization I visited is that everyone has confidence and passion for their work. I believe that is because they have found something that they really wanted to do after twists and turns. Changing careers is one effective way since it helps people get out of their comfort zone, see things from various perspectives, and figure out what they really want to do. Even though I may feel afraid of making a big change and not following the majority, I would like to stay open to what truly speaks to me without limiting possibilities in order to find something that I can do with passion.

## **2. Network and build a relationship of trust**

I was impressed to feel the power of connections with other people in the U.S. Actually, this program also could not exist without it. I was grateful to visit wonderful organizations and have speakers there thanks to the connections that people in Kyodai Collaborative, including Dr. Kuno and Dr. Ueno, have as every lecturer mentioned how

helpful they had been. I felt the importance of proactivity in networking from the first day, when we had the welcome reception. Although I hesitated to talk to lecturers and alumni there at first, once I pushed myself to talk to them, I soon found that they welcomed my being honest and it was interesting to know their unique backgrounds and perspectives. Being honest and respectful to one another is the only way to build good relationships and gain growth from diversity.

### **3. Go out of my comfort zone and ask questions**

I learned many inspiring lessons for my personal growth. One is to be humble but stay hungry and challenge without fear of mistakes. Going to the U.S. in this program made me look at myself objectively and realize what I cannot while in Japan, including the importance of a ph.D., many career options, and positive or negative aspects of Japan. Hence, spending time in a new and different environment is one effective way to push myself out of my comfort zone, which enables me to question norms and think out of the box.

I also felt the importance of coming up with and asking questions. A simple question helps come up with the next question and ultimately create a new idea and insight. In fact, we never ran out of questions during every question-and-answer session in the program, which helped develop lively and meaningful discussions. Particularly, I still cannot help remembering how productive it was to ask questions and debate in think tanks such as the Stimson Center and the Center for Strategic and International Studies. Since I get deeper understanding and interest in the process of constructing

questions, I try to be a beginner, be inquisitive, and ask questions to learn various things outside of my field and broaden my perspective.

Many things made this program unique compared to other leadership training. One is that we had opportunities to visit a tremendously wide variety of organizations, from start-up companies to large international organizations, from political to scientific, and from non-profit to profit-making organizations. That made me understand how each organization worked, what kinds of visions and missions they had, and how they approached a similar goal from different perspectives. What was diverse was not only organizations but also our team of the 10 participants. This program united 10 people with completely different majors, nationalities, and backgrounds together. To my surprise, the differences did not become obstacles at all. Rather, the team of the 10 unique participants worked undoubtedly well by helping and motivating each other even outside of our official schedule. I encountered a new set of values and also found that we had similar concerns, when I truly realized how important what Kathleen Buhle at The House at 1229 taught me, “we are all mentors and mentees.”, was.

I was also deeply impressed to see during the program many alumni of Kyoto University who are active on the world stage now meeting other alumni in Washington D.C., which is enormously far away from Kyoto. In the welcome reception, I got a chance to meet many alumni, which I did not imagine, and felt that having spent time in the same university can unite people strongly even beyond borders.

Last but not least, I would like to express my gratitude to everyone who supported the program. I am forever grateful for spending one of the most fruitful two weeks in my entire life, and I would like to make the best use of what I felt and learned. Participating in the program before getting a clear picture of my future career was especially very helpful to me in that I could realize that there are many options and approaches lying in front of me and it is up to my effort and courage whether I can get them or not. What I truly felt is that my life does not have to be so linear.

**Pasindu Herath**

**Faculty of Engineering, Department of Engineering Science, 4<sup>th</sup> year**

Kingfisher Global Leadership Program (KGLP) is a uniquely designed program that assists students in establishing connections with people in global institutions working in diverse fields. Visits to international organizations and conversations with experts provide opportunities for students to receive valuable advice to shape their careers. KGLP exposes students to the international arena of diplomacy, research, and entrepreneurship at a young age so that they build a solid foundation to become global leaders in the future. In this report, I will elaborate on my experience and thoughts on the program in chronological order.

I have been a huge admirer of Hollywood movies, hip-hop music, and stand-up comedy. Therefore, I was very excited to visit the United States. The moment I stepped foot in Washington DC I felt the uniqueness of American society. Cultural diversity is one of the many things that grasped my attention. Just by strolling in the city, I heard people speaking in multiple languages. Furthermore, there were restaurants offering cuisines from different parts of the world, Italian, Mexican, Thai, North African, and Turkish; you name it, they've got it. People were remarkably friendly and always treated me with a smile followed by the common greeting "How are you doing?". This unfeigned friendliness never made me feel like a foreigner in America. Buildings designed in federal-style architecture were a ubiquitous sight in Washington DC. Grand and glamorous buildings finished in medieval architecture gave me the nostalgic feeling of living in ancient times that we only get to experience in movies. This was the first impression I had about the United States of America in a nutshell.

The first day of the program started with a networking session with Kyoto University alumni. During the session, all the participants introduced themselves and shared their intentions of participating in the KGLP. This was a wonderful opportunity for us to practice our public speaking skills and also to get to know Kyoto University alumni working in the United States. On the second day of the program, we had a series of three lectures at Evermay, the residence of Dr. Sachiko Kuno. The first lecture was about leadership skills training, and we learned vital skills for leadership such as dealing with irritants, sustaining the attention of the audience, and receiving criticism. Next, we had the opportunity to engage in a friendly conversation with the CEO of SK Impact, Mrs. Isabelle Johnson. She taught us how to persevere through challenges in life to achieve

our targets using examples from her career. The final lecture was done by the CEO and founder of Otolith Sound Inc., Mr. Sam Owens. He shared with us his interesting story of how he came up with a groundbreaking invention of a wearable device for vertigo patients. I was privileged to have a conversation with him after the lecture and he explained to me how important honesty is for a CEO to build trust among business partners, investors, and customers.

Moving forward with the program we visited our first global institution, the World Bank Group. A short presentation was done to elucidate the vision and mission of the World Bank Group in funding development projects of developing countries. I was surprised by the academic qualifications required to join the World Bank Group as an employee. It was mentioned that it is impossible to work at the World Bank Group with just a bachelor's degree, and depending on the division a doctorate is required. The cafeteria of the World Bank Group where we had lunch that day is definitely the best cafeteria I have ever been to in my life. The World Bank cafeteria offers an array of cuisines from different countries to facilitate its culturally diverse workforce. Additionally, it has both self-checkout machines and ordinary counters to assist the smooth flow of queues during rush time. The next day, we visited the Halcyon Incubator and two think tanks. Halcyon Incubator nurtures social entrepreneurs who need strategic and financial support to expand their businesses. At Halcyon, I was able to get a deep understanding of the concept of "Social Entrepreneurship", and how social entrepreneurs will surpass their counterparts in building a sustainable public reputation. The first think tank we visited was the Center for Strategic and International Studies (CSIS) where we had a wonderful Q&A session with the Senior Fellow, Japan Chair, and Deputy Director for Asia Mr. Nick Szechenyi. He advised us on the importance of managing multiple tasks at once, encouraging people around us, and listening to others in having a successful career. After CSIS, we went to the Stimson Center for another Q&A session with the CEO Mr. Brian Finlay, the Director of Development Mrs. Alina Zyszkowski, and Research Analyst Pamela Kennedy. I was especially impressed by the personality of Mr. Brian Finlay. He had a unique sense of humor and was friendly to his staff members. Most of us enjoyed the discussions at think tanks on controversial issues between nations.

Next up in the program was my most awaited visit to NASA Goddard Space Flight Center. We had the rare opportunity to have a glimpse of the Nancy Grace Roman telescope which is planned to be launched in 2027. I have seen the news on various space exploration missions of

NASA on TV since I was a kid, but never thought I would get the chance to visit a NASA facility. However, thanks to the KGLP I was not only able to visit a NASA facility but also interact with professionals who work there. The next day, we spent at the Mike and Maureen Mansfield Foundation and Dr. Ryuji Ueno's farm. At the Mansfield Foundation, we had a fascinating dialogue with the CEO Mr. Frank Jannuzi on US relations with East Asian countries. The visit to the farm of Dr. Ueno in the latter half of the day was indeed a special experience for us. We were fascinated by his collection of vintage sports cars. It was an unforgettable experience for me as a car enthusiast to see close to hundred vintage sports cars lined up in a couple of garages. Dr. Ueno advised us to keep our eyes open to identify needs of the society so that one day we can pioneer an invention to fulfill that need.

We spent the entire weekend sightseeing in Washington DC. Most of the public museums were free to enter and had countless exhibits. My favorite museum was the Smithsonian National Museum of Natural History. Their collection of dinosaur fossils amazed me as I have never seen fossils of prehistoric creatures in person. Natural History Museum had a wide variety of exhibits divided into several categories such as dinosaurs, mammals, ocean life, precious metals, and plants. In my opinion, if time permits, you can spend days going through the exhibits without feeling bored. We also had the chance to check out the White House, United States Capitol, Supreme Court of the United States, Library of Congress, United States Botanic Garden, and some important memorials such as the Lincoln Memorial, Thomas Jefferson Memorial, and the Dr. Martin Luther King, Jr. Memorial. The experience of cycling through the streets of Washington DC to visit these attractions is one of the most memorable experiences for me.

The next day, we went to the House at 1229, a non-profit social club for women empowerment, where we learned the important lessons of believing in ourselves and finding the right mentors to achieve our life goals. Later in the day, we had a virtual meeting with Dr. Sawa Ito from the University of Pittsburgh. I believe her advice on how to balance research work with our private life comes in handy for all of us who want to be a researcher in the future. The following day, we visited the Embassy of Japan in the United States and attended three virtual meetings with Mr. Kentaro Katayama from the International Monetary Fund, Mrs. Satowa Kinoshita from a climate tech venture capital fund, and the founder and CEO of Foodhini, a virtual restaurant by

refugees, Mr. Noobstaa Philip Vang. Even though it was a busy day, I did not realize the time passing because of the informative and interesting conversations.

Next up in the program was an online meeting with Dr. Maki Fukami, CEO of the International Institute of Global Resilience, and a visit to K&L Gates. At K&L Gates, I took advantage of meeting Mr. Mitsuhiro Okayama, Vice President of the American Honda Motor Company who provided me with a lot of encouragement to pursue a career in the automobile industry. The rest of the day was allocated for the preparation of final presentations. On the final day of the program, we had a brief session with scholars from the School of Advanced International Studies of Johns Hopkins University followed by our final presentations. For our final presentations, we were asked to summarize our vision and mission and how KGLP helped us to achieve our vision. Personally, this presentation was very crucial for me to rethink what I want to do in the future.

In conclusion, the two weeks of the KGLP were without a doubt immensely productive for me. Every day I learned something new and felt motivated to pursue my goals in life. I was exposed to the golden opportunity of making connections with professionals in diverse fields. I strongly believe that the connections, skills, and insights gained in the program will be of enormous help with all my future endeavors. I am grateful and appreciative of everyone who was involved in organizing the program. Their careful planning and smooth execution made KGLP 2022 a resounding success. Moreover, it was a great pleasure to interact with my fellow participants and I hope to cherish our friendship in the times to come. Simply put, KGLP is a life-changing experience that provides a platform for young students like us to have a head start in life.



Sayuri Ishida

Faculty of Agriculture, 3<sup>rd</sup> year

During two weeks of Kingfisher Global Leadership Program, I have learned too many things to mention them all. In this report, I concentrate on three points that impressed me the most. Before starting, I would like to thank all people who have involved in this program.

## 1. Leadership

One of the most essential things I learned about leadership is that we cannot “become” a leader, as Ms. Maki Fukami of IIGR said. According to her, a leader is chosen by members of the team, so it depends on other people’s evaluation whether a person could be a leader or not. We must be trusted by others as a person with capabilities of a leader.

So how can we be trusted in that way by other people? Dr. Nick Szechenyi of CSIS mentioned that trust building becomes possible by showing habits like punctuality, self-organization, respect for others, and positive attitude in communication; in short, the most fundamental qualities that a person should have. Those things cannot be taught but should be learned voluntarily. Leadership is not a special talent that only a few charismatic people possess, but something everyone can potentially acquire through self-learning.

I was especially intrigued by the necessary communication skills as a leader. Many speakers indicated that listening is particularly important, and we should listen with an inclusive attitude, generative questions, and confirmation. All of those actions encourage others to talk more, because they will see our willingness to understand them: and a

person naturally trust someone who tries to understand their opinions keenly.

It was also interesting to hear about the relationship between leadership and innovation. Ms. Fukami said that a leader should be someone who leads breakthroughs. However, creating a breakthrough is quite tough, so it is unrealistic if not impossible to expect one person to continuously produce them. In other words, a leader cannot remain the same by nature. Nevertheless, in reality, many “leaders” are trying to stay in their current position, making the organization corrupted. The person who currently takes a role as a leader should recognize that they should step out of their current position at a certain point in order to keep their organizations surviving and developing healthily.

## 2. Realizing the vision

I have long been interested in searching for effective applications of academic findings to soil management practices, because my experiences have shown me a huge gap between the conditions of academic research and the actual circumstances where farmers are making a living. To overcome this problem, there is a need of professionals who specialize in transforming theoretical ideas in academia to realistic agricultural practices.

A similar idea was presented by Dr. Sawa Ito, who is working on developing treatments for leukemia. She called her job “translational scientist”, because her work is to make discoveries in basic science more applicable to treating the patients. Hearing this, I became interested in applying this model to the field of soil sciences.

Currently, several options to do such a “translational” work are under my mind, such as becoming a translational scientist like Dr. Ito or joining the public sectors such as international organizations or the government. In addition, entering private sectors

(including establishing my own business) also becomes one of my options thanks to this program, because it removed my prejudice and showed me that, with a proper management of business, achieving both the social good and profit-making is possible. Each option has advantages and disadvantages, and I have not decided yet which way to go. I believe that, however, the thing that should be concerned the most is where I want to go; the way to take will become clear based on it. Therefore, I would like to always keep my vision in mind and remain aware of the potential of every option I have. In this way, I will be able to choose the most effective way to realize my vision.

The program also allowed me to imagine more clearly how to make my ideas real. The advice I received most frequently is to present them actively to others. Those who know about what you want to do can offer you opportunities, so the chances will increase as more and more people learn about it. I actually have been feeling awkward to do this, thinking that my goal is beyond my abilities. Given many opportunities to explain my vision to people I have just met, however, I realized that in many cases people take my ideas seriously: as is often said during the program, there are more people than expected who are supportive to our vision.

### 3. Observing myself from outside

This program was the first experience for me to be in a completely different environment for such a long time. It enabled me to observe objectively how I think or behave unconsciously in my daily life, sometimes hugely altering the way I regarded myself.

The thing that has struck me the most is that how much I had been following what others do without thinking deeply. In Japan, in some cases, people are even implicitly

forced to choose the same thing as others, because being different is often regarded as selfish. During the stay in the U.S., in contrast, I felt pressured to make a decision for myself, regardless of others' choices. Each of us was asked our preference even about a trivial thing like where to visit during the free time. This should be the custom developed through their efforts to get along with others in a multicultural environment. Not getting used to it, I had to overcome my hesitation about presenting my preferences directly. The circumstances that did not allow me to remain vague was also hard. Meanwhile, it was often comfortable since there is no need for trying to do the same as other people. I also found that the decision I made after considering enough would leave me less regret, even if it did not result in a desirable outcome. This encouraged me to be more confident about my decision, and at the end of this program, I found myself more willing to present my opinion.

Contrary to the U.S., Japan has been a relatively monocultural country and we tend to consider that most of us think in the same way, which can cause troubles especially in this globalized world. Of course, it is not necessarily desirable to imitate American style of communication, but we should certainly learn something from it.

I also had not realized that how narrow my scope of interests has been. The people we met during this program were professionals of diverse fields, from international politics to space development. All other members of this program had really a broad range of interests and gave questions one after another. For me, on the other hand, it was not easy to find something to ask if the topic was out of my major. Feeling the need of reaching the level of other members, I started to prepare several questions for the next day's lectures beforehand by looking up related information after the first few days during the program. I would like to continue this kind of efforts – learning more about him/her

before meeting – because this program has proved that it is an effective way to broaden my world.

**Jean Keiko Putri**

**2nd-year Faculty of Agriculture, Agricultural and Environmental Engineering**

This summer holiday, I got the chance to participate in the Kingfisher Global Leadership Program. It was an amazing 14 days trip to Washington DC from September 3-17, 2022. I proudly say this is one of the most precious moments in my life that contributes to my self-growth and development. Every day was an eye-opening experience, learning new things, meeting new people, and getting inspired and motivated by them. Through sharing several episodes from this program, I will talk about the leadership skills I have learned, my future career plans, and several motivational words that resonate with me.

**Leadership Skills**

On September 5th, 2022, I got the chance to attend a leadership skills training session with Wendy Luke. From this session, I learned how to communicate sensitive topics within a team, which I have struggled the most with in my past leadership experiences. A leader should not hesitate to hold other people accountable by giving constructive criticisms.

Through my visit to CSIS, I met Nick Szechenyi who talked about important external and internal skills for a leader. External skills that are essential for leaders are communication, taking opportunities, and confidence. Meanwhile, internal skills that should be acquired are listening, time management, multitasking, self-discipline, and encouraging others. It is also important for leaders to show respectful body language and carry themselves appropriately.

Besides the formal training, the whole program itself is real-life leadership training. I learned how to be disciplined, initiative, and responsible with the role you are trusted with. My communication skills are also challenged by having to coordinate with people I have just met.

**Future Career Plans**

I have long known about my interest in agriculture, environment, business, and international relations. At first, I had difficulty combining all of my interests and finding the right career path. But after joining this program and meeting people from different backgrounds, I can finally create more concrete future career plans.

After finishing my undergraduate study in Agricultural and Environmental Engineering, I am planning to go to a graduate school that also focuses on agriculture. I still have not decided on the exact major and place of study, but I will pursue higher education. From the speakers, I

learned that having the right mentor for your Master's study is extremely important. Moreover, I should also do research on which jobs the alumni landed.

After graduating from college, I will look for a job in research development or project development in the agricultural field. I am open to working either in the private sector, in non-profit organizations, or worldwide institutions. Also, I plan on studying MBA, later on, to support my entrepreneurial career and get a Ph.D. Having agribusiness that focuses on social impacts is my ultimate goal. My mission is to promote Sustainable agricultural practices worldwide and reach zero poverty in agricultural communities.

Besides studying, things I can do now to support my future career are internships, volunteering, and joining self-development programs.

### **Motivational Words**

*“Do not be afraid to start, fail when you still can. You learn more from failure than success.”*

On the first day of the program, September 4th, I visited Evermay for the first time. It was a historical building owned by Dr. Sachiko Kuno. The building was huge and beautiful with an architectural style rarely seen in Japan. In the afternoon, I attended a Q&A session with Kingfisher Alumni and a Luncheon with Kyodai-Kai Alumni from Washington DC and New York. During the event, I talked to many people who are very inspirational and passionate about their careers. One of the guests, Mr. Hidetoshi Takeda said to me, “Do not be afraid to start, fail when you still can.” In the past, I found myself hesitating due to fear of failure. But after joining this program, I promised myself to be brave and try new things, no more holding back.

On another occasion, I met Kathleen Buhle from The House 1229. The place itself is a non-profit women's social club that gathers women from diverse backgrounds and supports its members' growth and development through various activities. From her session, I learned that people learn more from failure than success. The aim should not be perfection, but to learn and grow.

*“Invest in people, appreciate your connections”*

Meeting Frank Januzzi from the Mansfield Foundation was one of the most memorable experiences. Despite a long history of working with the government, he followed his long-

existing passion and made a considerable change in his career by going to independent organizations. His dynamic journey taught me to follow my passion and never be afraid of career changes. He also mentioned that networks and connections are really important in every step of our careers.

“Never hide bad news from your investors”

On the second day of the program, I met Sam Owen, the CEO of a start-up company, Otolith Sound. He also joined Halcyon Incubator, a start-up incubator that I also visited. As someone interested in entrepreneurship, I was very excited to join his session. From his sharing, I learned that to gain the trust of your investors, you should never hide bad news from them. In a start-up company, there are many trials and errors. It is surely hard to report failures to people who have given trust and money to the company. But, honesty is the key to managing relationships with your investors and making them stay for the long run. Moreover, relationships with your co-workers are also important, as having a good team is the most crucial aspect of building a successful business.

*“Believe in yourself”*

This phrase does sound simple and is often heard many times. But, from my encounter with Kathleen Buhle, I can understand “Believe in yourself” from another perspective. Believing in yourself is not just about being sure of your capacity and ability, but ensuring that you have done your best. Acknowledging your flaws and weaknesses is also part of it. Although we might not always get the result we hoped for, there will be no regrets if we did everything we could.