



TOMODACHI MetLife Women's Leadership Program (TMWLP)

2013-2014 Report

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Executive Summary

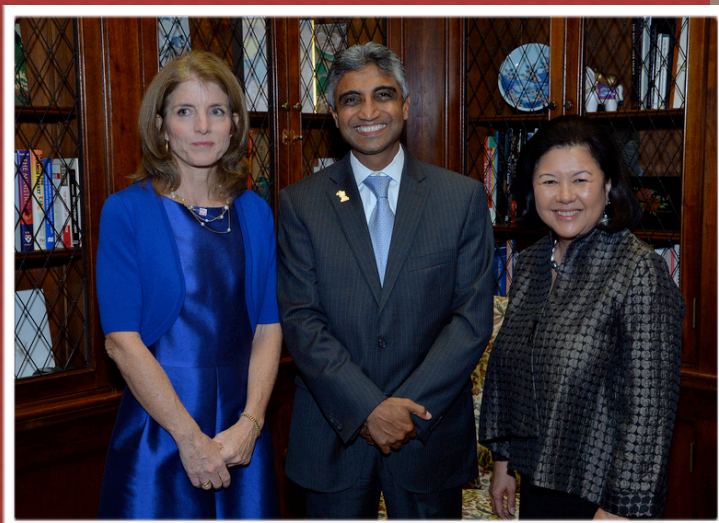


Program Background

The TOMODACHI Initiative, in coordination with US Embassy Tokyo, launched the TOMODACHI MetLife Women's Leadership Program (TMWLP) in Tokyo and Kansai in 2013 to strengthen diversity in Japan, promote women in the workforce, and develop Japanese leaders with strong ties to the United States. Japan has one of the lowest female participation rates of developed economies, and despite equal-opportunity laws, real gender equality within many domestic companies in Japan is rare. Social norms that reinforce inflexible gender-based roles, combined with a dearth of role models, lead many young women to believe they have few choices in life to achieve personal and career fulfillment.

Program Design and Objectives

The 10-month mentorship program paired Japanese female university students with Japanese female mid-career professionals to encourage networking among a select corps of Japanese women who show promise as Japan's next generation of leaders. The program consisted of forty participants from Tokyo and eighteen from Osaka, representing twenty-one different universities and a wide variety of professional affiliations. Participants attended group workshop sessions that provided training in leadership development, financial literacy, and networking. Participants were also invited to attend special seminars with U.S. government officials, business leaders, and experts on leadership and women's empowerment. Students participated in a 9-day capstone trip to the United States, and all participants took part in a final program conference in Tokyo. All of these activities were designed to empower participants with an increased sense of their own capacity to achieve personal success and to serve as leaders of their communities. The mentorship relationship, which offered professionals an opportunity to strengthen important leadership skills while providing students with guidance and perspective as they cultivated their own leadership goals and styles, was a particularly important aspect of the program. Together, mentors and mentees developed as individuals and refined the skills that will help them actively implement positive change for women in the Japanese workforce.



“The most important thing I learned was to break down barriers and take risks. Especially for women in Japan, there are a lot of social expectations and gender stereotypes which often compel us to certain behaviors, limiting our possibilities. But this is not what’s truly holding us back, but our own beliefs about gender roles. If we believe that they aren’t important, that we can achieve better things without giving into social pressure, we can become anything we want. All women leaders told us of the failures and barriers they face in life, but it didn’t stop them.”

Lumina Learning Workshops

TOMODACHI worked with Lumina Learning to design and facilitate a special series of intensive women's self-leadership development workshops. These workshops provided participants with insight into the diverse range of leadership styles while helping them to develop their own personal leadership style based upon their unique skill set.

Workshop 1 - Self Discovery



Facilitator Elizabeth Handover led the session with a discussion of the best ways to take advantage of the mentor/mentee relationship, then continued with an introduction to “Lumina Spark Profile,” a 40-page individualized personality and leadership style analysis created for each participant in the program. Participants learned how to recognize their own personality traits and strengths and how to make best use of their strengths in becoming a better leader. Small group exercises gave mentors and mentees additional opportunities to get to know one another and incorporate the new self-awareness gained through discussion of their profiles into their mentoring relationships.

Workshop 2 - Building Networking Capital



It's not what you know; it's who you know. Putting that adage to the test, participants gathered to practice networking skills to enhance their careers. This workshop focused on strategies for breaking free of comfort zones to cultivate two-way relationships that yield professional dividends beyond the cocktail reception. Participants shared their natural networking styles, reflected on possible self-limiting assumptions, and learned techniques for adapting to connect more effectively when meeting others. The session closed with a module on how to turn networks into long-term relationships as the next step investment to achieve mutually rewarding networking capital.

Workshop 3 - Proactive Leadership Through Self-Confidence



Increasing self-confidence and overcoming the connected self-limiting barriers is an essential factor in ensuring that women are empowered to reach their full potential. This workshop built upon the personal feedback in the Lumina Spark Profile to further develop participants' self-awareness of their leadership strengths and areas where they may overplay or underestimate their strengths. Participants shared strategies for increasing their self-confidence and becoming more proactive leaders in their communities. Small group exercises enabled participants to practice positive self-messaging skills around their strengths, passions, and achievements.

Financial Literacy Workshop

TMWLP sponsor MetLife developed specially tailored financial literacy materials for the student participants and led engaging workshops in Tokyo and Osaka as a capstone to the online financial literacy course.

In order to succeed in a career and, indeed, in life, you must plan ahead. To help mentees understand the importance of personal financial planning and empowerment, MetLife developed a special financial literacy module for TMWLP. In the weeks preceding the session, the students completed individual online courses on the basics of financial planning in preparation for the interactive group activities and presentations MetLife would conduct during the in-person workshop. During the workshop, participants collaborated in groups to create model life plans for women pursuing different lifestyles, learned to analyze cash flow simulations, and drafted their own individual life plans. The session gave the mentees an opportunity to think about women's lives in the long-term, and about what it takes to be financially independent. The instructors stressed the importance of balancing income with expenses and to start saving money early to prepare for the future. Participants eagerly took part in the workshop, especially during the group activity period in which they discussed, developed, and shared their own life plans. By the end of the session, all of the mentees took away the idea that "I am the one who supports my future self."



U.S. TRIP



As the capstone to the 10-month program, twenty-five female Japanese university students traveled to the United States from March 22-31, 2014 for a visit showcasing examples of how American women achieve success in the modern economy. The program was designed to foster the leadership skills of Japanese women with the ultimate goals of advancing women's economic empowerment and deepening Japan's appreciation for American culture and ideals. While in the United States, participants met with representatives from various business, education, government, and women's leadership groups, including the State Department's Global Entrepreneurship program, the DC Women's Business Center, U.S. Senator Mazie Hirono, and MetLife Executive Vice President Maria Morris. Regardless of venue, guest speakers emphasized the same key takeaways: "find your spark," "don't let anyone hold you back," "take a risk," "seek out mentors," and "if you don't do it, who will?"



Trip Overview

TOMODACHI partnered with Cultural Vistas, an American nonprofit organization that has been running international exchange programs for over sixty years, to develop and implement a trip to Washington, D.C. and New York City. The trip was preceded by a series of virtual activities designed by Cultural Vistas to orient participants to the United States and to women's leadership in American culture. The trip concluded with student presentations on their project plans for a TMWLP microgrant.

Drawing speakers from the public, private, and non-profit sectors, the program allowed participants to interact with more than 40 professionals in various settings and formats.

The goal of the trip was to introduce participants to various examples of business, education, and entrepreneurship (including social entrepreneurship) in the United States, focusing primarily on how women achieve success in the modern economy. While the overall itinerary addressed this goal, a description of Tuesday morning's activities best illustrates how this was achieved. In order to provide participants with as diverse a set of examples of ways in which women apply their skills, participants were divided into three groups to meet with women leaders to discuss work-life balance (U.S. Department of Agriculture), innovation in philanthropy (Global Giving), international multilateral aid (Inter America Development Bank), the experience of a co-working space start-up (Cove), public-private partnerships (U.S. Department of State, Center for Global Entrepreneurship), and social entrepreneurship (Halcyon Incubator of the S&R Foundation). These visits provided a broad set of examples which helped participants to understand the variety of ways women apply their creativity, passion, problem-solving skills and perseverance – leadership.

The trip gave participants the chance to see the different challenges women in another culture face. It allowed them the opportunity to learn the circumstances of American women and to reflect on how they could borrow and modify, or simply emulate these women. The common thread in the final presentations (and in final evaluations) was the way in which this program instilled confidence in these young women. It empowered them to dare to see how they could apply their energy and perspective as a woman to contribute to Japan's future.



Washington, D.C. - Orientation

Microfinance Montage Film: “Mind Your Own Business”

Cultural Vistas commissioned a film that profiled a collection of experiences of Virginia women who have started their own businesses. This exercise highlighted real life experiences of American women and the decisions they had to make about starting a business. The film offered diverse examples of how women have started businesses and demonstrated leadership skills. Following the viewing, students engaged in a discussion with the filmmaker, Kate Hoof, who remained with the group throughout the trip as one of the three chaperones.



Gathering with local female leaders

The kick-off session with local female leaders from the Hyattsville (Maryland) community provided an informal setting to allow the participants to meet and learn from 15 women who started their own businesses, who hold leadership positions in government and education, and who provide mentorship to young people in their community. It also afforded the participants a chance to practice their presentation and networking skills in describing their backgrounds to the women in attendance.



USJC Town Hall Meeting

USJC President Irene Hirono Inouye described the mission of the organization, spoke about her own role and career, and engaged the participants in a two-way discussion about women’s leadership and the relationship between the United States and Japan.

Washington, D.C. - Day 2



“Hot Mommas Project”

The Hot Mommas Project is the world’s largest collection of digital mentors and role models for use by trainers, educators, and women around the globe. The research initiative started in 2002 to fill a gap in the education system: scalable access to role models, particularly female ones. The project’s curriculum measurably increases confidence up to 200 percent. Founder and President Kathy Korman-Frey introduced participants to the project, and explained how they can utilize it for their own needs.

U.S. State Department, Bureau of Educational and Cultural Affairs

Diane Crow, Chief of the Community Relations Branch of the Office of International Visitors, described her role and career in the Foreign Service. She highlighted the importance of increasing mutual understanding between the people of the United States and the people of other countries by means of educational and cultural exchange that assist in the development of peaceful relations.

Senator Mazie Hirono, D-HI

Senator Mazie Hirono, the first Asian American woman to be elected to the U.S. Senate and the only U.S. Senator born in Japan, met with the group and shared her views on the role of women in public service and public policy. She asked the students about their life goals, encouraged them to study abroad in the United States, and challenged them to help nurture the U.S.-Japan relationship.



Washington, D.C. - Day 3



Breakout Meetings

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international multilateral aid (Inter America Development Bank), the experience of a co-working space start-up (Cove), public-private partnerships (U.S. Department of State, Center for Global Entrepreneurship), and social entrepreneurship (Halcyon Incubator of the S&R Foundation). These visits provided a broad set of examples which helped participants to understand the variety of ways women apply their creativity, passion, problem-solving skills and perseverance – leadership.



USJC “Womenomics” Seminar

Participants joined the USJC seminar “Delivering on the Promise of Womenomics: How Can Americans Contribute?” and offered some youthful perspectives on women's empowerment in Japan. One of the key takeaways from this evening was “have the courage to do what you love and have the strength to do it well.” In the context of his economic reforms, Prime Minister Abe has given the highest priority ever to the issue of delivering better work-life balance to allow fuller participation of women in Japanese society and thereby address key demographic issues faced within the Japanese economy. As Japan translates this policy vision into concrete steps, it will be important to continue a dialogue about how Americans

can contribute to the successful promotion of Japanese women in Japan and on the global stage. This seminar brought together Japan experts with an interest in Japan's economic and social issues; experts on activities to advance women in the workforce; Japanese and Japanese American professional women with cross-cultural work experience; and interested stakeholders who seek ways to actively contribute to supporting women in Japan's workforce. Following a concrete review of the situation in Japan and the goals of Womenomics, participants discussed ways that the U.S. experience can contribute to Japan's transformation, and identified recommendations for areas of U.S.-Japan cooperation that will support the Abe Administration's policy goals.

Washington, D.C. - Days 4 & 5



DC Women's Business Center

The DC Women's Business Center hosted participants for a half-day workshop series focused on helping them develop actionable roadmaps for making their dreams a reality. Participants learned best practices for clarifying their ideas and goals, turning aspirations into concrete plans and strategies, developing financial plans to support their plans, and rolling out a publicity/marketing plan. During breakout sessions, participants worked in small groups to refine project ideas for their final presentations.

Lunch with Atsuko Fish

Atsuko Fish, a long-time U.S.-Japan cross-cultural consultant and philanthropist, spoke with the group about her experiences working and living in Japan and the United States over the past fifty years. She urged participants to focus not only on their personal and professional development, but also on being good citizens and giving back to their communities.

"I learned that it is not impossible to make our dream come true....Atsuko Fish changed my mind, and I hope I can meet with her and tell her that I am not afraid anymore."

University Visits



The students were broken into three groups for visits to American University, George Washington University, and Georgetown University. Throughout the day, participants enjoyed campus tours, observing classes on a wide range of academic subjects, and meeting members of Japanese American Student Associations. The highlight of the day were the informal lunch sessions with American students, when both sides shared their university experiences and had animated discussions about everything ranging from women's empowerment to studying abroad and US-Japan relations.

New York City - Day 6



Meeting with Maria Morris

The group traveled up to New York City to meet with Maria Morris, Executive Vice President and Member of the Executive Management Group of MetLife. She delivered an inspirational talk about being a leader in the private sector, how to grow your career, and how to continue finding mentors from different walks of life as you mature both personally and professionally. The students asked many insightful questions before going on a short tour of the MetLife headquarters and enjoying an exciting private visit to MetLife's historic Board Room on Park Avenue. During the afternoon, the group toured New York City, including the Empire State Building, before returning to Washington, DC.

"From Ms. Maria Morris I learned the importance of doing what I love and enjoying what I do. Each of her words gave me courage to try what I want to do."

"I'm so grateful to be a part of TMWLP. What I learned through Maria's dynamic talk is the significance of being myself. It seems easy but it was really hard when I was afraid to take a risk. But I'm not fearful of being authentic anymore."

"Create your sponsors and succeed together." This valuable lesson from Ms. Maria Morris completely changed my idea of leadership: leadership is not the power to lead others but the power to inspire and motivate others. I strongly believe that we, the TOMODACHI generation, can take true leadership: to inspire others to share the same vision as us, and make a great difference in the future of the United States, Japan and the world."



Student Presentations

The common thread in the final presentations was the way in which this program instilled confidence in these young women. It empowered them to dare to see how they could apply their energy and perspective as a woman to contribute to Japan's future. In one presentation, a Tokyo-Osaka mentee pair suggested that "Japan needs to demonstrate leadership in East Asian affairs," and to achieve this, they suggested inviting speakers to educate and lead discussions with high school and college students to explore why the relationships between Japan and some of its neighbors are somewhat troubled. Not wanting to be mired in historical enmity of previous centuries, these young women see an opportunity to instead focus on demonstrating leadership in forging a fresh 21st century relationship with East Asia.

Combining this enhanced sense of self-confidence with the message learned that leadership requires giving back to society (and the world) played a factor in some of the project ideas the participants produced. While one mentee proposed to develop and implement a series of financial literacy workshops for high school students in Japan, another pair of mentees developed a project plan for a "Future Global Leaders Camp," an opportunity for 4th-6th graders to have a "study abroad experience in Japan." These are examples of an overall expression of the participants that this program's recognition of their potential to become leaders in Japan carries with it a responsibility to share their skills with others in society. Students are eligible to receive microgrants of up to \$1,000 per person to implement the projects they began to develop during the trip. TOMODACHI plans to award the microgrants in Fall 2014.

"We've learned through this visit to the United States that anything is possible. The United States and Japan may be different. But don't you worry. When we say "you" we mean Americans and Japanese, men and women, young and old. Don't worry about us because we are the future of Japan. In 50 years, our grandchildren will look back and say that their grandmothers were part of the TOMODACHI generation that changed Japan."



Trip Assessment



Life-long Learning

In the “*Mind Your Own Business, a Story about Female Entrepreneurs*” produced by Kate Hoof, participants saw examples of women who exemplified the result of life-long learning. With examples of women who took risks to start businesses at different points in their lives, the participants had the chance to see examples of how formal education, workshops offered by small business associations, and a life time of management experience were applied to develop and implement a business plan. Those women are living their dreams by harnessing the power of the lessons gained by life-long learning.

Networking

Participants heard examples of how networking is used to not only find positions (the Career Center at The American University), but also to help accomplish tasks within a job (Diane Crow, U.S. Department of State), and to understand ways to demonstrate leadership and manage a career in a corporate setting (Maria Morris, MetLife). Through all of these presentations and discussion, participants grew to appreciate that networking requires versatile and confident communication skills. Not only is networking key to acquire a job and to advance in a career, it is also an important skill used to keep abreast on global innovation and trends.



Self-Confidence

Self-confidence is something that is hard to explain, and a change in self-confidence is even harder to measure. However, in the accompanying video, and in the final presentations, it was clear that there was a marked change in the demeanor of the participants from when they arrived in Washington. How did participants change as a result of the program? In their own words:

“I’m sure that this trip changed my life in a very good way. Before I took part in this trip, I had a huge dream to become a lawyer and then become a politician to improve Japanese women’s work like balance. Many people told me that you can’t do it or it’s gonna be very difficult, therefore in my heart part of me was thinking that I can’t do it. However, many women leaders’ stories encouraged me a lot, therefore now I can believe in myself that I can do it if I have passion and confidence.”

“Don’t be afraid to take risks, find great mentors to guide you, and never forget to give back to the community. This mindset was shared by every women leader whom I met. This program has given me the great opportunity to acquire this mindset.”

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Tokyo Conference

On April 12, 2014, fifty-eight program participants from Tokyo and Osaka gathered with distinguished guests at the Hotel Okura to celebrate the conclusion of the 2013-2014 program and Google live streamed the event to viewers from around the world.



Ambassador Caroline Kennedy delivered opening remarks, commending the mentors and mentees for their enthusiasm and commitment to the program and noting the importance of women's empowerment for both the United States and Japan. She also spoke about the importance of mentoring future generations: "None of us can do it alone... we are following in the footsteps of those before and setting the way for those to come."

Other guest speakers included Sachin N. Shah, President and CEO of MetLife Alico Japan and Fujiyo Ishiguro, President and CEO of Netyear Corporation. Elizabeth Handover, Lumina Learning Partner Asia and co-chair of the ACCJ Women in Business Committee, conducted a capstone workshop on taking leadership from awareness to action, while artist Yoshiteru Otani delighted the audience by performing a live calligraphy demonstration symbolizing the strong friendship between the United States and Japan, in which he painted the kanji for friend alongside an image of Snoopy. Throughout the conference, participants noted the importance of having an opportunity to develop their one-on-one mentorship relationship while engaging in group workshops.



Special Events



Meeting U.S. President Barack Obama

On April 24, 2014, President Obama visited the National Museum of Emerging Science and Innovation (Mirai) in Tokyo and highlighted the importance of U.S.-Japan collaboration for innovation in the Science, Technology, Engineering and Mathematics (STEM) areas. Six TOMODACHI program alumnae, including several TMWLP participants, were selected to attend this exclusive event and had an opportunity to meet with the President, in addition to Japan Prize Laureates Dr. Yasuharu Suematsu and Dr. C. David Allis, and JAXA Astronaut Soichi Noguchi.



Meeting Former U.S. President Bill Clinton

On November 16, 2013, fourteen Japanese and American university students from the TOMODACHI generation, including several TMWLP participants, met Former U.S. President Bill Clinton before he delivered the keynote speech at the Global Opinion Leaders Summit at Maihama Amphitheater. The students engaged in a thirty minute discussion with President Clinton and asked him questions regarding world affairs, problems facing the next generation, youth engagement in political participation, women's leadership, and creating effective compromises.



Women in Business Summit (WIB)

Three TMWLP participants attended the WIB in Tokyo on May 27. The Summit, headlined by Prime Minister Abe and Ambassador Kennedy, featured women leaders from a wide range of sectors who gathered to discuss ways to improve conditions and representation of women in the private sector. Participants received advice from attending members and breakout session panelists. "I want every woman to notice their own potential and positively participate [in] society . . . I want to spread what I learned [from the WIB presentations] to other women," said Haruka Satake from Osaka.



Breakfast Discussion with U.S. Legislators

On September 3, 2013, TMWLP mentors and mentees from Tokyo participated in a breakfast discussion with Senator Kirsten Gillibrand (D-NY), Senator Mazie Hirono (D-HI), Representative Daniel Benishek (R-MI), Representative Terrycina Sewell (D-AL), and Representative Grace Meng (D-NY). Following a 30-minute panel discussion, U.S. legislators engaged in a candid Q&A session with program participants. They noted the importance of kindness and listening to those around you, and urged participants to find issues they are passionate about then make sure their voices are heard.

Findings

Qualitative and quantitative analysis of participant data reveals that both mentors and mentees developed enhanced leadership capacity through the TMWLP program. Specific outcomes included the following:

- Heightened global outlook
- Heightened interest in working with the United States
- Increased self-awareness of personal qualities
- Increased self-confidence
- Ability to constructively apply individual strengths to personal and professional issues
- Introduction to public service and social entrepreneurship as a component of leadership
- Strengthened interpersonal and networking skills
- Enhanced overall communication skills, in particular English public speaking skills



Lessons Learned

“I don’t need to be afraid of making mistakes! I can do it.”

“I was able to learn in depth about my own personality. [It] made me realize that I had greater skills in areas which I never thought were for me. Understanding my personality has made me think, act, and work better in any environment.”

“I learned to think more about the future of the younger generation.”

“I learned that to spread the idea of diversity and the importance of work-life balance, I myself have to take action and have to start it now, not later on.”

“I felt empowered and recharged to take on further challenges in my life and career.”

“Not only aggressive people, but everyone, can be a leader if they want to lead and have passion.”

“Now I’m not afraid of making mistakes, because I know that even if I fail, I can learn something from that.”

“It’s important to get rid of social expectations and limitations.”

Importance of Financial Literacy

“The MetLife workshop was really useful, because it gave me an opportunity to think about how I can and will support my future vision financially. Also, I came to believe that financial education is one of the essential parts in empowering girls and women, especially in developing countries. Now I am eager to spread this idea in developing countries in Asia and the world.”

“The financial literacy sessions made me think about my future and how I can prepare for it. I had a goal but I never knew what steps I would need to take in order to reach the goal.”

Changes in Confidence Level

“I feel a hundred times more confident in myself in every aspect. I realized that there can be many types of leadership and that I can have my own leadership style and still influence others.”

“Now I do not need to think twice about being confident in myself. If I want to do something, I should be able to do it, and I am going to do it!”

“My confidence level really increased through this program. Instead of worrying about how people perceived me or whether I was adequate enough to speak out, I felt that I took more chances.”

Lasting Program Impact

“I learned that languages are essential. Even though I have good opinions or good questions, if I cannot tell people in English, it ends up with nothing. The U.S. Trip made me motivated to improve my English.”

“Back in Japan, positive changes are happening to me. I have a clear feeling that anywhere I go, this experience will always give me the drive to go forward without being afraid.”

“Each person has their own pace, their dream, their strength. So I do not have to be the same as others, I can have my own pace and personality.”

What Does TMWLP Mean to You?

“The program was a great opportunity to meet highly motivated, energetic, and interesting women who I am sure will be friends for life.”

“It is a program that encourages women in Japan to work together and think beyond the narrow, Japanese sphere. It provides students with opportunities to expand their network and horizons, improve their English, and engage with the professional world. For mentors, it is a good opportunity to reflect, share, and grow.”

“This is a one-of-a-kind leadership development program for university students.”

“TMWLP is a great program where I gained one of the most valuable experiences I’ve had so far in my life. I was able to meet a lot of amazing women leaders in both Japan and the United States, and to hear about their personal experiences. Each and every leader was generous and willing to help us and answer our questions.”



Recommendations for Year Two

Overall Program

- Expand scope of program by establishing TMWLP cohorts in Fukuoka and Naha
- Continue to balance program content and budget as program size increases
- Augment recruitment efforts to attract a more diverse group of both mentors and students
- Incorporate more formal pre- and post-program surveys to better track participant growth and development across the entire program
- Successfully integrate TMWLP alumnae into “TOMODACHI Generation” network and provide continued personal and professional development opportunities through alumni and special events

Japan Workshops and Activities

- Ensure consistency of program content across all geographic locations
- Streamline Lumina Learning content based on feedback from year one participants
- Introduce financial literacy materials earlier to allow participants more time to complete online modules
- Encourage more one-on-one meetings between mentor-mentee pairs in between formal TMWLP sessions
- Find creative ways to involve TMWLP alumnae in year two programming
- When possible, involve TMWLP participants and alumnae in U.S. Embassy programming
- Provide additional program structure to facilitate development of the mentor-mentee relationship

U.S. Trip

- Introduce virtual content earlier so students have longer to digest material and prepare for the trip
- Schedule more small group (10-person) breakout meetings into the trip agenda to ensure more per-person opportunities to ask questions and engage with speakers
- Incorporate more “male champions” and male role models into meetings and discussion sessions
- Further diversify speakers/meetings and include more young voices
- Incorporate a hands-on civic/service activity into the agenda
- Build in more opportunities for student/youth engagement, particularly in the early part of the trip so that participants can reconnect with American counterparts during free time later in the trip
- Build in more time between meetings so that participants have more time for reflection
- Build in more intentional reflection sessions at the end of each day (10-person groups)
- Spend the last 1-2 days of the trip in New York City and depart directly from there to Japan. This will enable participants to take fuller advantage of cultural opportunities as part of the trip capstone, create space for more engagement with MetLife, and allow MetLife representatives to be present during final presentations.

“Leadership is not the power to lead others but the power to inspire and motivate others. I strongly believe that we, the TOMODACHI generation, can take true leadership: to inspire others to share the same vision as us, and make a great difference in the future of the United States, Japan and the world.”