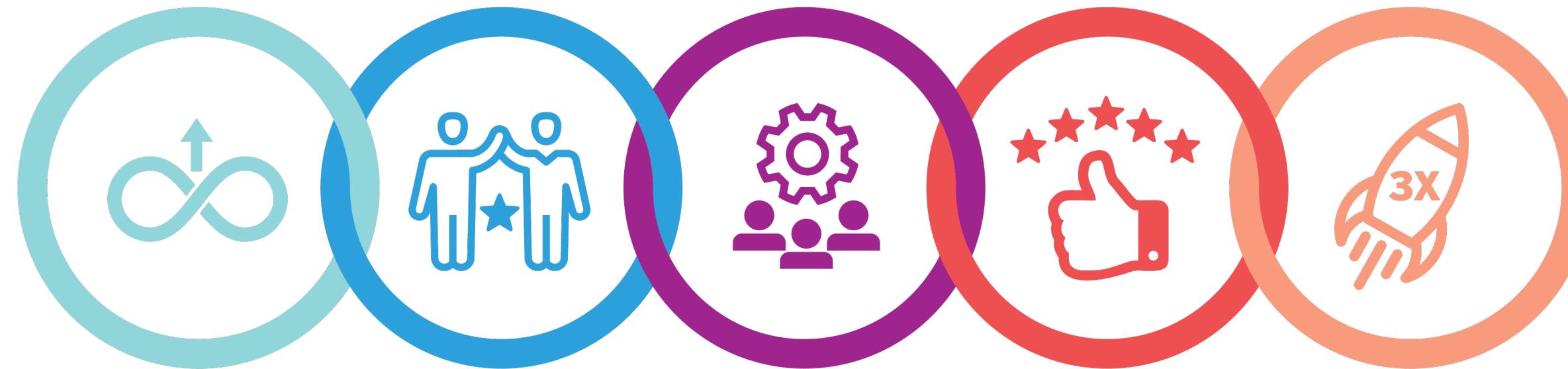


SHUGI 5 PRINCIPLES OF SUCCESS + 11 COMPETENCIES



Always Improve.
Always Advance.

1. Encourage challenges

2. Innovate

3. Create
“Get things done” culture

Passionately Professional

4. Drive accountability

5. Build an impactful team

6. Unleash/ develop talent

Hypothesize.
Practice.
Validate.
Shikumika.

7. Strategy planning

8. Collaborate

9. Shikumika
(systemize)

Maximize Customer Satisfaction

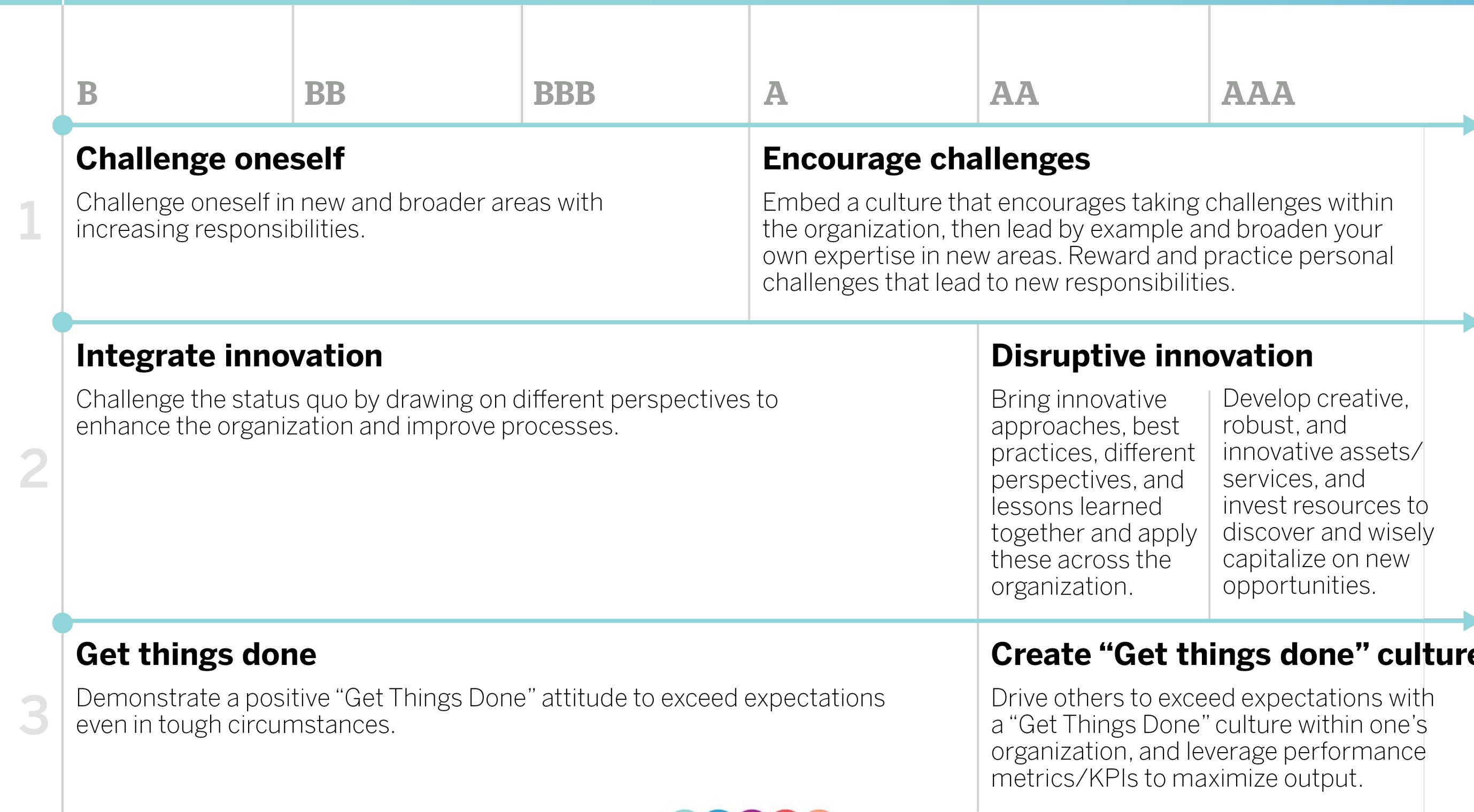
10. Increase external/internal customer value

Speed!! Speed!! Speed!!

11. Quick and accurate decision making



Always Improve. Always Advance.





Passionately Professional

	B	BB	BBB	A	AA	AAA
4	Demonstrate sense of ownership Follow through on commitments with a sense of ownership to maximize the output, aligned with legal, financial, sustainable, and operational policies.			Foster a sense of ownership Perform one's responsibilities determined to maximize output and create an environment where employees are driven to comply with the legal, financial, sustainable, and operational policies across the organization.		
5	Team work Understand the mission and strategies of one's organization, and work with others to achieve the mission in a diverse and inclusive environment.		Team building Motivate a diverse and inclusive team to achieve tasks that are fully aligned with the organization's mission.	 Lead the growth and success of the organization through a diverse and inclusive environment that achieves the organization's mission.	 Define and reinforce the organization's mission and strategies that impact Rakuten's success. Build a diverse and inclusive organization driven to achieve the mission.	
6	Actively seek feedback Identify the expected current knowledge, skills, abilities to develop and integrate feedback for success.	Coaching Identify the expected current and future knowledge, skills, abilities to develop and integrate feedback for success.	 Inspire team members through coaching and acting as a role model.	Attract and develop talent Attract and develop others by giving proper coaching and feedback in a timely manner to strengthen the supervising organization as a whole.	 Contribute to the development of talent by fostering an environment that attracts, challenges, and enables others to build skills that develop their careers.	 Create a learning and development culture to strengthen the organization's strategic capability and build an environment that people want to be part of.



BACK TO TOP



Hypothesize. Practice. Validate. Shikumika.

B	BB	BBB	A	AA	AAA
Logical thinking 7 Understand objectives, clarify tasks, and efficiently coordinate completion with others.	Problem solving Define work steps, validate priorities with others, and create a realistic time-line for completion.	Uncover the issues which affect one's organization, hypothesize and set action plans, validate these steps, and lead the solution.	Anticipate improvements needed to achieve the organization's mission and strategies. Hypothesize, establish direction, set action plans, validate them, and lead the solution.	Renew and create powerful industry-leading responses to changing market dynamics, social trends, and new business information.	
Communicate 8 Seek input from one's manager and team members to make productive contributions to team objectives.	Involve others Provide timely and accurate information that addresses stakeholder needs within and outside of one's organization to meet shared objectives.	Partner and work collaboratively with the leaders and stakeholders to meet shared objectives.	Build partnerships and work collaboratively with the leaders outside of one's organization to meet shared objectives.	Build partnerships and work collaboratively with the leaders outside of one's organization, Rakuten Group executive officers, and those with conflicting interests to meet shared objectives.	Build partnerships and work collaboratively with the leaders outside of one's organization, Rakuten Group Board members, and those with conflicting interests to meet shared objectives.
Shikumika (Systemize) 9 Systemize processes to increase efficiency.	Impact efficiency by improving and sharing systems and processes that can be shared across the organization.	Contribute to improving the efficiency of one's organization by improving and then sharing systems and processes.	Contribute to improving Rakuten Group's efficiency by improving and sharing systems and processes across the entire Rakuten Group.		



Maximize Customer Satisfaction

10

B

BB

BBB

A

AA

AAA

Satisfy external and internal customers

Ask questions to validate delivery and exceed internal and external customer needs.

Independently anticipate internal and external customer needs in order to continuously improve customer experience.

Increase external and internal customer value

Improve customer value of one's organization by anticipating customer needs and empowering customers with new valuable services.

Anticipate emerging trends that lead to new services to maximize Rakuten Group's customer value.





Speed!! Speed!! Speed!!

