

Training Programs

Global Human Resources Dept.
Rakuten Group, Inc.



Cross-Cultural Training

CCM – Purpose & content

- The purpose of Cross-cultural Management (CCM) training focusing on leading in diverse environments, is to develop leaders who have the mindset and ability to effectively lead people with diverse backgrounds, nationalities, skill-sets and needs. In the course, you will learn frameworks for leading diversified teams, and discuss case studies and find solutions specific for Rakuten.

Cross-cultural Management Training (Leading in Diverse Environments)

Language: Course conducted by bilingual trainers. Lecture mainly conducted in English, and classroom discussions either in Japanese or English.

Contents:

- Erin Meyer Culture Map introduction (Trust, Leading, Communication, Disagreement)
- Cross-cultural communication frameworks
- Case studies based on Rakuten workplace
- Tools and frame works for use in real business situation

CCM – Purpose & content

Example of frameworks presented during course: high / low context

	High Context	Low Context
Non-Verbal	<ul style="list-style-type: none"> • Interpret carefully by considering context– “read the air” • Rely on subtle non-verbal cues • Little verbal feedback – comfortable with silence 	<ul style="list-style-type: none"> • Focus only on spoken message • Use big, clear facial expressions & gestures • Uncomfortable with silence
Speaking & Listening	<ul style="list-style-type: none"> • <u>Rarely</u> interrupt, ask questions & confirm • <u>Indirectly</u> express ideas & persuade • Listening skills = important 	<ul style="list-style-type: none"> • <u>Often</u> interrupt, ask questions & confirm • <u>Directly</u> express ideas & persuade • Speaking skills = important
Logic	<ul style="list-style-type: none"> • Focus: Background & situational details • Jump in logic • May omit conclusion & summary 	<ul style="list-style-type: none"> • Focus: Key issues & overall goals • Linear logic • Conclusion first, summary end
Strengths	<ul style="list-style-type: none"> • Listening & Understanding • Teamwork 	<ul style="list-style-type: none"> • Expression • Fast start & efficiency
Issues	<ul style="list-style-type: none"> • Often misunderstood • Expression & persuasion skills • May be seen as unprofessional or difficult 	<ul style="list-style-type: none"> • Misunderstand • Listening & Empathy • Too direct, aggressive & insensitive

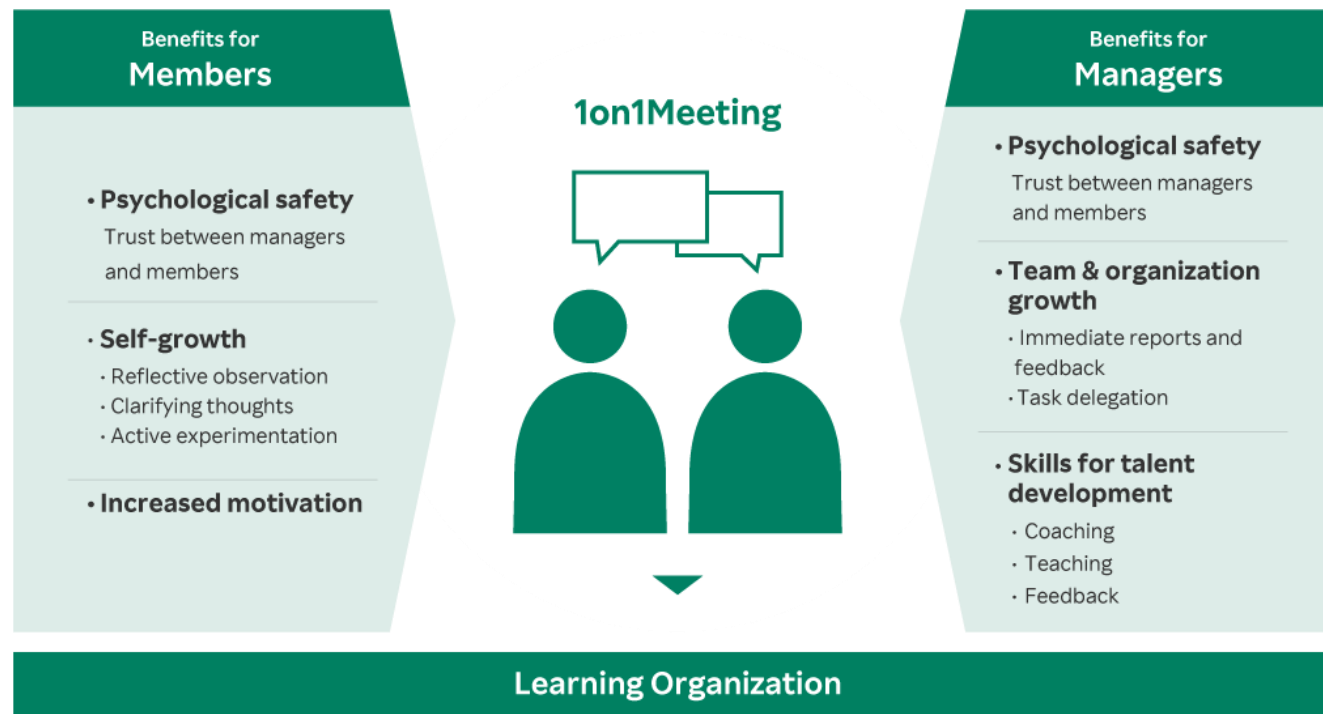
FY2023 Report (extract)

- Participation
 - FY2023: 81 employees (72.5% of eligible employees)
 - Since launch of program: 79.8% participation rate

1-on-1 Meeting Skills Training

1on1 Meetings – Purpose (1/2)

- Meetings conducted on **regular basis** between manager and his/her members
 - Members invited to discuss concerns (personal and/or professional) with manager, review own performances on regular basis and receive timely feedback
- Purpose: strengthen communication within workplace and create “feedback culture”, through mutual understanding and trust, consequently maximize productivity and performance across the organization as a whole

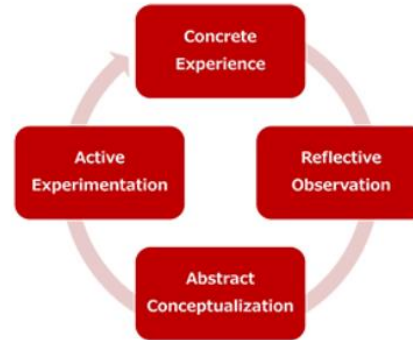


1on1 Meetings – Purpose (2/2)

“Engage, Encourage and Empower”

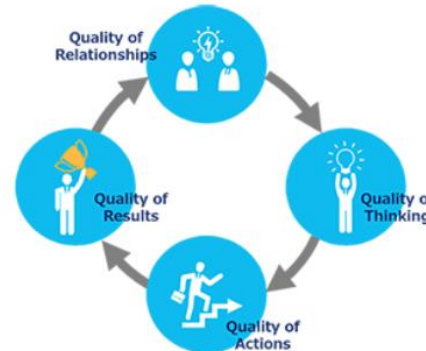
- A manager is key factor for each member's self-growth
→ essential for a manager to help members with their experiential learning cycle by communication, so that members are able to learn from their own experience and to keep on challenging themselves
- In Rakuten, all managers are expected to contribute to talent development, therefore 30% of the evaluation is allocated for it

“Experimental Learning Model” by David Kolb



Effective learning is seen when a person progresses through a cycle of four stages: of (1) having a concrete experience (2) observation of and reflection on that experience (3) formation of abstract concepts (4) trying the hypothesis in new situations. This process is called "Experiential Learning Model".

“Core Theory of Success” by Daniel Kim



This is called “Good Cycle” in the core theory of success organized by Dr. Daniel H Kim from MIT.

The theory is based on the premise that as the quality of the relationships among people working together increases, the quality of thinking improves. When the quality of thinking is heightened, the quality of actions is likely to improve. Then, the quality of results increases as well. Organizations can continuously grow up through this Good Cycle.

1on1 MTG Skill Trainings

- Purpose: for managers to learn how to create “rapport” with each member and how to assist members to develop competencies
 - Coaching skills + feedback skills
- Target: all managers (mandatory training)
- Contents
 - AM: About concept of 1on1 meeting.
 - PM: interactively learn basic communication skills such as Active Listening, Asking Questions and Feedbacks
- *Follow-up training*
 - Target: managers conducting regular 1on1 MTG and who completed 1on1 Meeting Skill Training
 - Content (3.5h)
 - Review your own 1on1 Meeting Skill (Active Listening, Questioning, Acknowledgement, Feedback)
 - Enhance your 1on1 skills through role-play

FY2023 Report (extract)

- Participation
 - FY2023: 1,600 people
 - Since launch of program: 5,254 people
- Impact: measured through 1-on-1 survey
 - 1-on-1 implementation rate: 96%
 - Communication satisfaction score: 95pts

Rakuten