

# **Training Details:**

**Cross Cultural Management Training & 1on1 MTG Skills Training**

**Global Human Resources Dept.**

**Rakuten Group, Inc.**



# Cross Cultural Management Training

# 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

# Purpose & content

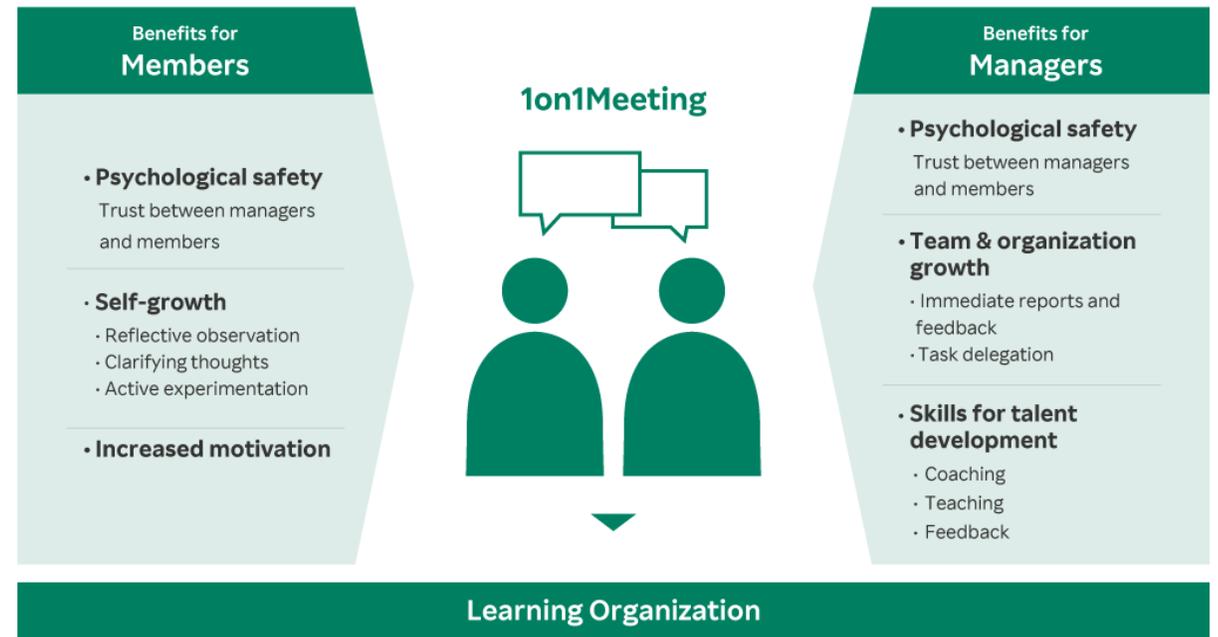
Example of frameworks presented during course: high / low context

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

# 1on1 MTG Skills Training

# 1on1 Meetings – Purpose (1/2)

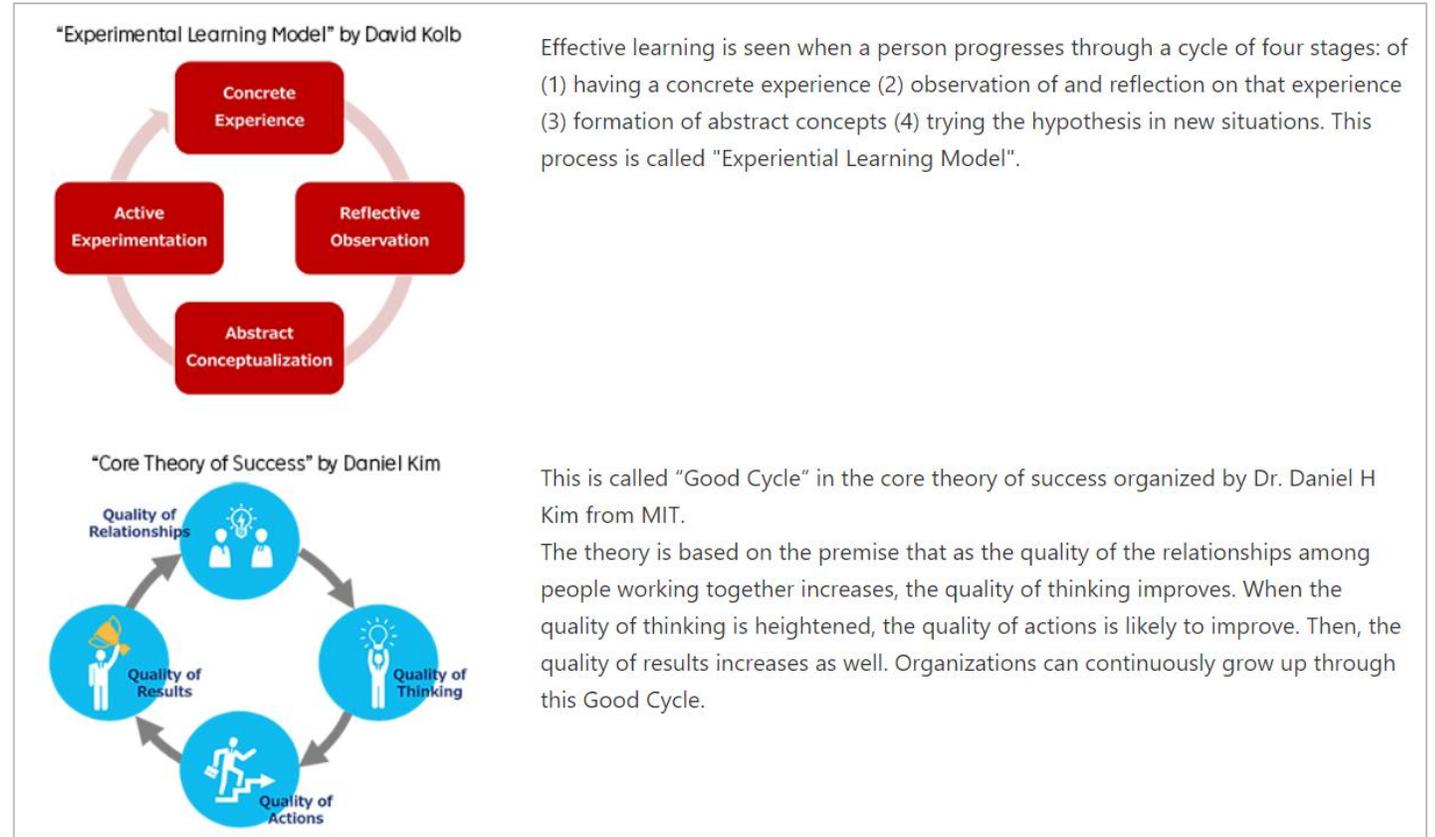
- Meetings conducted on **regular basis** between manager and his/her members
  - Members invited to discuss concerns (personal and/or professional) with manager, review own performances on regular basis and receive timely feedback
- Purpose:  
strengthen communication within workplace and create “feedback culture”, through mutual understanding and trust, consequently maximize productivity and performance across the organization as a whole
- In 2022, 96 % of employees held 1-on-1 meetings, with a satisfaction rate of 95%.



# 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



# 1on1 MTG Skills Training

- 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

**Rakuten**