Creating a Pattern Language of Practices from Corporate Values, Part 2: The Case of Rakuten Group's Corporate Value Statement of Five Principles for Success

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In this paper, we introduce pattern language as a tool to support the embodiment of a company's values in their work practices, using the "Rakuten Shugi Practice Patterns" as an example. The "Rakuten Shugi Practice Patterns" is a pattern language that was created through mining the experiences of 22 employees who embody "Rakuten Shugi," which Rakuten advocates as its values. "Rakuten Shugi" includes a total of 10 concepts, half of them are "Brand Concepts" and the others are "Five Principles for Success." For this "Rakuten Shugi Practice Patterns," a total of 30 patterns, three patterns per concept, were created. This paper, which is Part 2, introduces five of the 15 patterns for practicing the "Five Principles for Success." The five we are featuring are *Doing More*, *Challenging Goals*, *Get Moving*, *Future Smiles* and *Making More Time*.

1. INTRODUCTION

One of the important elements for a company to achieve excellent results is the permeation of values within the company. For instance, in Deal and Kennedy's book *Corporate Cultures*, they stated, "The strong culture companies that we investigated all had a rich and complex system of values that were shared by the employees" (Deal and Kennedy, 1982, p.14). Similarly, Peters and Waterman (1982) emphasized in their book *In Search of Excellence* that the management of excellent companies is value-driven. Both books discuss the importance of the permeation of values in achieving company results. In today's globalized, complex, and dynamic world, the importance of values in companies where a diverse range of people work is increasing even more.

Today, many companies understand the importance of values and advocate their values in short phrases. However, it is difficult for employees working in these companies to embody these values in their work simply by reading them. This is because the values are summarized in short phrases and written in abstract terms. Even if they understand the written words, they may not know how to embody them in their work specifically. Thus, if values are merely advocated, they will not be instilled.

Therefore, this paper proposes the creation of a pattern language through mining the experiences of those who can embody the company's advocated values in their work. A pattern language of practice verbalizes the rules of thumb of people who are achieving good results in a certain domain. We believe

that a pattern language created in this way can serve as a support tool for people who do not know how to embody the company's advocated values in their work.

This study constitutes a case study focused on creating a pattern language derived from the values of Rakuten Group, Inc., known as "Rakuten Shugi." We have termed this language "Rakuten Shugi Practice Patterns." Rakuten Shugi has "Brand Concepts" and "Five Principles for Success." In our previous paper, Part 1, we presented patterns related to the "Brand Concepts" of Rakuten's values (Shibata *et al.*, 2023). Accordingly, this paper serves as Part 2, wherein we introduce patterns related to the "Five Principles for Success."

This paper is organized as follows. After explaining about Rakuten and its values, we will introduce the creation process of the pattern language. We will then show an overview of the "Rakuten Shugi Practice Patterns" and full descriptions of the five patterns we focus on in this paper. In the Appendix, summaries of the 30 "Rakuten Shugi Practice Patterns" are presented.

2. RAKUTEN GROUP AND ITS VALUES

In this section, we will explain Rakuten Group, Inc. and the values advocated by Rakuten. Rakuten Group is a service provider which offers a variety of services in e-commerce, fintech, digital content and communications to many users all over the world. Since its foundation in 1997, Rakuten has rapidly expanded its business and is now a global corporation, working towards its mission to "Contribute to society by creating value through innovation and entrepreneurship" (Rakuten Group, Inc., 1997a).

Rakuten, which operates various businesses around the world, advocates "Rakuten Shugi," which represents the company's values and guidelines for behavior (Rakuten Group, Inc., 1997b). In Japanese, the term "Shugi" is equivalent to the English "-ism." Therefore, "Rakuten Shugi" can be translated as Rakutenism. It is composed of five "Brand Concepts" that represent the values that Rakuten Group aims to realize through its business, and "Five Principles for Success" that enhance the degree of empathy and realization for those values (Figure 1). The "Rakuten Shugi Practice Patterns" was created to help employees embody such values.

Brand Concepts	Five Principles for Success
On a Mission: Empowerment	Always Improve, Always Advance
Behave Ethically: Integrity	Passionately Professional
Prepare to Succeed: Professionalism	Hypothesize → Practice → Validate → Shikumika
Complete Commitment: Get Things Done	Maximize Customer Satisfaction
Solidarity: Succeed as a Team	Speed!! Speed!! Speed!!

Figure 1: Rakuten Shugi.

In this paper, we propose patterns to embody the "Five Principles for Success" within "Rakuten Shugi." The "Five Principles for Success" consist of five concepts. In order, they are "Always Improve, Always Advance" "Passionately Professional" "Hypothesize -> Practice -> Validate -> Shikumika" "Maximize Customer Satisfaction" and "Speed!! Speed!! Speed!!". Below is an explanation of each of these concepts in turn.

First, "Always Improve, Always Advance" calls for constant renewal to be better than we are now in our work. "Passionately Professional" requires that we always work with professionalism. "Hypothesize -> Practice -> Validate -> Shikumika" is the process of "Shikumika" the knowledge gained by executing and validating a hypothesis. A Japanese word "Shikumika" means "structuring" in English, which means to make a system or rule out of what has worked well. "Maximize Customer Satisfaction" requires that we always work with the customer in mind. "Speed!! Speed!! Speed!!" encourages people to work overwhelmingly fast in a speed that surpass others.

In order to realize these five concepts in practice at work, this paper developed the "Rakuten Shugi Practice Patterns" through interviews with employees who embody "Rakuten Shugi."

3. CREATION PROCESS OF THE PATTERN LANGUAGE

The "Rakuten Shugi Practice Patterns" was created with following the three steps of Pattern Mining, Pattern Writing, and Pattern Symbolizing, conceived by Iba and Iba Lab (Iba and Isaku, 2016). In creating the "Rakuten Shugi Practice Patterns," we kept several points in mind to help employees embody the values in their work. Below we explain the process we used and introduce what we kept in mind as we created the patterns.

3.1   Pattern Mining

First, we conducted Pattern Mining to extract materials for creating a pattern language. As a mining method, we conducted "Mining Interviews" (Iba and Yoder, 2014) which involve listening to practitioners and digging up materials. The "Rakuten Shugi Practice Patterns" was created through interviews with employees who embody "Rakuten Shugi," Rakuten's values, in their work.

To conduct interviews with such employees, we selected a total of 22 people who had won the "Rakuten Award." The "Rakuten Award" is a monthly initiative within Rakuten that honors employees who have achieved outstanding results that month in line with the ten concepts of "Rakuten Shugi." The employees honored there were those who had achieved results while embodying one of the concepts of "Rakuten Shugi" in their work. As a result of gathering 2-3 people who had won each concept, we interviewed 22 people. This process involved one hour of interviews per person, 22 hours in all.

During the interviews, we were mindful of asking what is important to embody Rakuten's values in work. In particular, we asked questions focusing on what was important to put their award-winning concepts into practice and how they could put them into practice when they won the "Rakuten Award."

In addition, we listened to Masatada Kobayashi, Co-Founder of Rakuten and also Chief Well-being Officer (CWO), talk about Rakuten Shugi many times in parallel with the interviews. In particular, we were able to hear about core essence of Rakuten Shugi from the perspective of Co-Founder and symbolic episodes related to each concept.

3.2   Pattern Writing

Next, based on the information obtained from Pattern Mining, we proceeded to Pattern Writing. When describing a pattern, we first structured the text based on the Context, Problem, and Solution, and gradually made the description more detailed.

The written text was regularly reviewed by Masatada Kobayashi and several Rakuten employees. The purpose of this process is to confirm whether readers demonstrate Rakuten's values in their work when they put patterns into practice. For this reason, the pattern was finalized with members who have a deep understanding of Rakuten's values. This process took four months.

3.3   Pattern Symbolizing

Finally, to make each written pattern easy to practice for the person reading it, we attached a Pattern Name and an Introduction. During this process, we particularly made sure that the Pattern Name was suitable as a word used within Rakuten.

After that, we drew a Pattern Illustration that gives an image of practicing each pattern. When drawing the Pattern Illustration, we referred to the "Principles of Pattern Illustration" created by Iba and Iba Lab (Iba *et al.*, 2022). Then, just like during the Pattern Writing, we finished the Pattern Name, Introduction, and Pattern Illustration together with Rakuten members, confirming them until the end. This process happened over a period of five months.

4. PATTERNS

The "Rakuten Shugi Practice Patterns" consist of a total of 30 patterns, three for each of the 10 concepts of "Rakuten Shugi" (Figure 2). For example, the concept of "On a Mission: Empowerment" is associated with three patterns: *Connecting to the Mission*, *Picturing What Lies Ahead*, and *Small Daily Practices*. In this paper, we will introduce one pattern for each of the "Five Principles for Success."

In this section, we present five patterns, one from each concept. The 30 "Rakuten Shugi Practice Patterns," including those not fully described in this section, are presented in the Appendix. However, since full descriptions of the previous patterns would take up too many pages, the patterns in the appendix are presented in shortened sentences. They are already being used within Rakuten.

In "Rakuten Shugi Practice Patterns," the Pattern Name, which expresses the content of the pattern in symbolic language, is described first, followed by the Introduction that supplements the Pattern

Name. Then, after the Pattern Illustration, the contents of the pattern are described in the following order: Context, Problem, Solution, and Consequence. In the upper left corner of the pattern, it is noted which of Rakuten's stated corporate values the pattern is tied to, and what number it is within the concept.

Brand Concepts

On a Mission: Empowerment
1. Connecting to the Mission
2. Picturing What Lies Ahead
3. Small Daily Practices

Behave Ethically: Integrity
1. Diverse Points of View
2. A Convincing Future
3. Daily Behavior

Prepare to Succeed: Professionalism
1. Multiple Scenarios
2. Feedback from Various Directions
3. Seeds of Opportunity

Complete Commitment: Get Things Done
1. Breaking it Down
2. Telling the Tale, Over and Over
3. Getting a Helping Hand

Solidarity: Succeed as a Team
1. How it All Began
2. Combining Strengths
3. Getting a Feel for the Whole

Five Principles for Success

Always Improve, Always Advance
1. Doing More
2. 'What if?' Thought Experiments
3. Another Way

Passionately Professional
1. What It's All About
2. Challenging Goals
3. Owning It

Hypothesize → Practice → Validate → Shikumika
1. Get Moving
2. Picking Up Speed
3. What Works Here Might Work There

Maximize Customer Satisfaction
1. Become the Customer
2. Future Smiles
3. A Relay to the Finish Line

Speed!! Speed!! Speed!!
1. An Early Deadline
2. Making More Time
3. Super-Fast People

Figure 2: Overview of Rakuten Shugi Practice Patterns.

Doing More

Improvement knows no end.

You are producing results.

▼In this context

If you become satisfied with achieving a specific level of results, you will not be able to attain results that exceed expectations set by the recipient of your deliverables. When trying to perform the work that is asked of you, it is easy to think that it is enough to simply take care of what needs to be done. But if you truly want to make people happy or impress them, you will need to put in more effort than that. If you stop trying to improve at some point, you may be depriving yourself of the opportunity to deliver results that people will remember.

▼Therefore

Assume that things are not as good as they could be and continue looking for ways to make them better. Since nothing can ever be perfect, there is always room for improvement, which is why you should thoroughly look for ways to improve your current deliverables and continue doing so until the very last moment. And during the process, by checking the deliverables from the perspective of the recipient, you will likely be able to identify areas in need of improvement.

▼Consequently

By producing results with a thorough commitment to quality, you will be able to create something that delights and makes an impression on many people. The results of your efforts will not just be shared, but will be recognized by those who receive them, and could pave the way to new opportunities and developments. In addition, as you continue to make improvements, what you are working on will come into greater focus, enabling you to work with a sense of fulfillment that you had not known before.

Challenging Goals

It is up to you to make your job more stimulating.

Goals have been set for the work you do.

▼In this context

If you aim to do nothing more than simply fulfill the goals that you have been given, you will gradually become more passive in the way you approach your job. There is a tendency to view the work you are assigned as "something that just needs to be done." Furthermore, with goals that can be achieved when done properly, it is easy to lapse into the feeling that you are just going through the motions. When this happens, work loses its appeal and your job becomes a grind.

▼Therefore

In addition to the goals you are given, set the bar higher by giving yourself more challenging goals and do whatever it takes to achieve them. For example, if 100 percent represents the fulfillment of an existing goal, raise your target to 120 percent, or 150 percent, and aim to achieve it. Or as an alternative to numerical targets, you could give yourself such goals as not losing to anyone else when it comes to a specific field or completing your job faster than anyone else in your team. Rather than simply doing the work that has been assigned to you, go beyond by setting your own personal targets to create a more challenging environment.
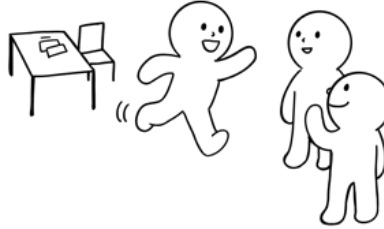
▼Consequently

By making your work more engaging, you can enjoy it in the same way you would a game that poses challenges you must face and overcome. Through trial and error, this approach will enable you to lean into your work, no matter the task, and produce results that deliver beyond the targets you have been given. Also, because you will need to keep your mind on what you are doing while carrying out your responsibilities, you will naturally grow and develop within your role.

Hypothesize -> Practice -> Validate -> Shikumika 1

Get Moving

There are some things you will understand
only after you have gotten the ball rolling.

You came up with a plan based on the idea that if you approach something in a particular way, it will work out well.

▼In this context

When you attempt to develop a plan by yourself, exploring it from every conceivable angle to ensure success, it is easy to become so immersed in thinking about it that you cannot take that important first step. The fear of failure can be so strong that you plan for every contingency you might encounter along the way, doing whatever you can think of to increase your chances of success. But if you spend too much time developing your plan, you may undermine your efforts by coming up with reasons why you might not succeed and, as a result, find yourself unable to act.

▼Therefore

When you have developed your plan up to the point that you think it is acceptable, promptly start working on it. Once in motion, see what kind of responses you get and, based on your observations along the way, revise the plan accordingly. First, draft a concrete plan outlining how to launch your concept and whose help you will need to carry it out, and share it with everyone who will need to know. Alternatively, you may prefer to share your plan with only a few of your close colleagues and test your plan on a small-scale experimental basis. Your plan does not have to be perfect. What is important is that you get it started.
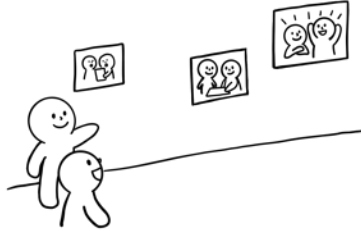
▼Consequently

Once you get the ball rolling, you will be able to see where your plan is not proceeding as envisioned and identify what adjustments you may need to make to keep things on track. By carefully noting the areas that need to be addressed and making revisions as required, you will be able to further refine your plan as you move forward. Through this approach, you will be able to create new ways of doing things that produce results.

Future Smiles

Will you be able to keep your customers satisfied
several years from now?

You are providing a service to your customers.

▼In this context

Simply fulfilling your customers' current needs may not be enough to ensure they will continue to be satisfied in the future or that your current situation will improve. When you engage directly with customers, your desire to make them happy increases. But getting too close can lead you to focus only on initiatives that produce immediate results. It also makes it hard to adopt strategies that could deliver significant benefits in the future but which require patience and restraint over the short term. So, while it may be possible to achieve satisfaction in the current moment, that satisfaction may prove to be short-lived.

▼Therefore

Maximize customer satisfaction over the mid- to long-term through proposals that give users a preview of the future from a viewpoint that only you can offer. As the provider of the service, you have access to data, experience and case studies that enable you to broadly reassess the prospects for customer satisfaction from a mid- to long-term perspective. And there may be times when effecting positive change in the future requires adopting a strategy that entails temporarily exercising patience. Should that happen, it will be necessary to clearly convey your vision of the future to customers, ensuring that they are provided with proposals that make them excited about the satisfaction they can look forward to.

▼Consequently

Making proposals that leverage your own position will enable you to maximize customer satisfaction over the mid- to long-term. By demonstrating to your customers that you are even more focused on their future than they are, that you are committed to providing your service to them, you will be able to earn their deep trust. As a result, you will be able to establish a long-term relationship with them, creating a partnership built on mutual support as together you take on new challenges that lie ahead.

Making More Time

When time is limited, increase the amount of time
you can use to produce results.

There is an important job that you must complete in a short amount of time.

▼In this context

Simply focusing your effort on speeding up your work may not be enough to significantly reduce the amount of time it takes to produce results. For jobs that require time to get used to, or are to be performed with the requisite care and diligence, even if you try to work with greater speed, you may not be able to work as fast as you would like. But if you are not able to speed up, things will take longer than expected and you may run the risk of missing deadlines or significantly undermining the quality of your work.

▼Therefore

Find ways to increase the amount of time you can dedicate to the work that you want to spend time on now, by considering what responsibilities are of lower priority and which minor tasks can be handled through other means. Take a step back and examine how you make use of your overall time and adjust how you allocate it. When faced with multiple tasks that need to be done, weigh them against those that need to be addressed now and shorten or simplify those that are not urgent. It's important to recognize that you don't need to undertake all the work on your own. You can ask others for help when you need to.

▼Consequently

By effectively making use of the limited amount of time that you have available, you can quickly complete work that requires time. Also, since you will be able to concentrate on what needs to be done at the time it needs doing, you will be able to achieve high quality and fast results. As you grow accustomed to using this approach to take care of multiple tasks, you will eventually be able to handle many projects in parallel.

5. CONCLUSION

In this paper, we introduced a pattern language as a tool to support the embodiment of corporate values in work, using the "Rakuten Shugi Practice Patterns" as an example. We hope that by using a pattern language to bridge the gap between abstract values and concrete practices, we can help employees embody corporate values in their work and increase the number of employees who can succeed.

ACKNOWLEDGEMENT

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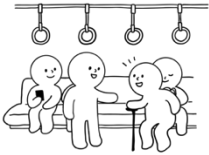   Retrieved March 27, 2023 from https://global.rakuten.com/corp/about/philosophy/principle/

APPENDIX

To give an idea of the overall pattern language, the summaries of all 30 patterns are listed.

A.1 PATTERNS FOR PRACTICING "BRAND CONCEPTS"

A.1.1 On a Mission: Empowerment

Patterns for practicing "On a Mission: Empowerment" are shown in Table 1.

Table 1: The summaries of the patterns for practicing "On a Mission: Empowerment"

Pattern Name	Illustration	Pattern Summary (Context / Problem / Solution)
Connecting to the Mission		You work within an organization. In this context, when you are focused on your work, it is easy to lose sight of the objective that the organization is aiming to achieve. **Therefore, be conscious of how the work you are doing is connected to the mission that the organization is aiming to achieve.**
Picturing What Lies Ahead		You work day in and day out. In this context, if you are constantly focused on the goals of meeting your targets and deadlines, it is easy to fall into the trap of thinking that simply meeting those goals is the objective. **Therefore, approach your day-to-day work with a clear picture of what you are doing and whom you are doing it for.**
Small Daily Practices		You want to help fulfill your organization's mission. In this context, even if you believe that you understand what the mission is, it is sometimes hard to gain a sense how your work contributes to that mission. **Therefore, feel more connected to the mission through the things you do in the small daily jobs you perform and in your life, which can contribute to carrying out the mission.**

A.1.2 Behave Ethically: Integrity

Patterns for practicing "Behave Ethically: Integrity" are shown in Table 2.

Table 2: The summaries of the patterns for practicing "Behave Ethically: Integrity"

Pattern Name	Illustration	Pattern Summary (Context / Problem / Solution)
Diverse Points of View		You work to deliver good results. In this context, sometimes the desire for results can lead to poor approaches or methods that fail to take certain perspectives into consideration. **Therefore, determine whether your actions are appropriate for all involved by putting yourself in the shoes of others who are connected to the work you do.**
A Convincing Future		In order to carry out the mission, it has become necessary to take a new approach. In this context, when you try changing the way you do things or embark on a new approach, you may face opposition from those you work with. **Therefore, talk about the future that you envision through the actions you are taking, expressing yourself in a compelling manner that enables others to understand and appreciate why what you are doing is necessary.**

Daily Behavior		You are working as a member of an organization. In this context, if you act and speak inappropriately on a daily basis, you could unintentionally display such behavior in front of others, engendering feelings of discomfort or distrust. **Therefore, by committing to proper conduct and language on a daily basis, internalize integrity as part of your own mindset and behavior.**

A.1.3 Prepare to Succeed: Professionalism

Patterns for practicing "Prepare to Succeed: Professionalism" are shown in Table 3.

Table 3: The summaries of the patterns for practicing "Prepare to Succeed: Professionalism"

Pattern Name	Illustration	Pattern Summary (Context / Problem / Solution)
Multiple Scenarios		You plan projects, strategies and your work. In this context, if you envision and make plans for only a single vision of the future, you may find yourself at a loss should something unexpected occur. **Therefore, prepare for any eventuality that may arise by envisioning multiple potential scenarios before moving forward with your work.**
Feedback from Various Directions		You plan your work and prepare materials. In this context, when you make a habit of thinking either on your own or with the same group of people, you run the risk of unforeseen oversights. **Therefore, gain and incorporate multiple viewpoints by receiving input from people who can offer different perspectives and experiences regarding your current task.**
Seeds of Opportunity		You are focused exclusively on doing the work in front of you. In this context, if you are only doing the bare minimum amount of work required and remain passive, you may limit your opportunities to take on jobs you want to do or to play a more active role in the organization. **Therefore, increase your chances of having good opportunities by showing people what kind of person you are and working to become someone who is approachable to colleagues.**

A.1.4 Complete Commitment: Get Things Done

Patterns for practicing "Complete Commitment: Get Things Done" are shown in Table 4.

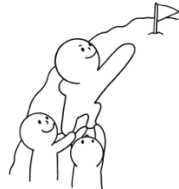Table 4: The summaries of the patterns for practicing "Complete Commitment: Get Things Done"

Pattern Name	Illustration	Pattern Summary (Context / Problem / Solution)
Breaking it Down		You are struggling to achieve a formidable goal. In this context, pursuing a big goal can feel overwhelming and unattainable, tempting you to give up. **Therefore, to achieve a big goal, break it down into smaller, more manageable tasks, and complete them one at a time.**

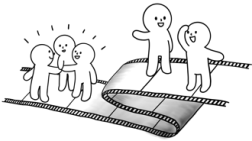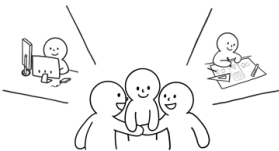|		
Telling the Tale, Over and Over		You are working to achieve challenging goals. In this context, if you rely on nothing more than the excitement and initial momentum that you experience when you start working on a project, you will find it difficult to overcome the many challenges you will face along the way to completion. **Therefore, by repeatedly talking about the significance of your goal, and what you aim to realize through your work, continuously reinforce your belief in your own ability to achieve it.**
Getting a Helping Hand		You are doing everything you can to meet your goals. In this context, if you believe that you have to accomplish everything by yourself, you will be left with no choice but to give up on the things that, despite your best efforts, remain beyond your reach. **Therefore, continue making progress no matter what it takes by consulting with those around you and getting their help.**

A.1.5 Solidarity: Succeed as a Team

Patterns for practicing "Solidarity: Succeed as a Team" are shown in Table 5.

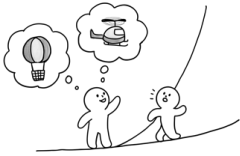Table 5: The summaries of the patterns for practicing "Solidarity: Succeed as a Team"

Pattern Name	Illustration	Pattern Summary (Context / Problem / Solution)
How it All Began		You are a new member of a previously existing team. In this context, simply focusing on the work that you are responsible for doesn't mean that you can feel like a part of a team which works together to achieve the team's vision. **Therefore, by asking about the background story and the objectives of the work you are doing, and everything that has happened to date, be a part of the process and contribute to creating the future.**
Combining Strengths		Your team is trying to produce results. In this context, if a team is nothing more than a group of people that shares work, it risks losing the opportunity to create new value. **Therefore, by understanding the strengths of each person you work with, combine them to maximize the benefits of working as a team.**
Getting a Feel for the Whole		You belong to a large organization. In this context, if you work from day to day within a department or a small team, it is easy to lose sight of the fact that you work within a larger organization. **Therefore, actively take part in Asakai (morning all-company meeting) and other large-scale gatherings to get a true sense of the organization as a whole.**

A.2 PATTERNS FOR PRACTICING "FIVE PRINCIPLES FOR SUCCESS"

A.2.1 Always Improve, Always Advance

Patterns for practicing "Always Improve, Always Advance" are shown in Table 6.

Table 6: The summaries of the patterns for practicing "Always Improve, Always Advance"

Pattern Name	Illustration	Pattern Summary (Context / Problem / Solution)
Doing More		You are producing results. In this context, if you become satisfied with achieving a certain level of results, you will not be able to attain results that exceed expectations set by the recipient of your deliverables. **Therefore, assume that things are not as good as they could be and continue looking for ways to make them better.**
'What if?' Thought Experiments		You are thinking about what the future holds and how you will deal with it based on the way things are now. In this context, simply pondering how to improve the status quo will not produce any breakthroughs. **Therefore, by changing the conditions and the settings, including some that may be somewhat unrealistic, envision possibilities that differ from the current situation and make possible perspectives and ideas that otherwise would not have occurred to you.**
Another Way		There are times when you cannot help but think that what you are doing is troublesome and annoying. In this context, If you do nothing to address what you feel is troublesome and annoying, you may be left with no choice but to continue doing things in the same inefficient manner. **Therefore, to convert to other, better approaches to getting the work done, consider whether there are any alternative ways to achieve the results you want.**

A.2.2 Passionately Professional

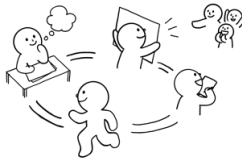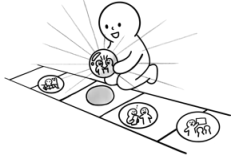Patterns for practicing "Passionately Professional" are shown in Table 7.

Table 7: The summaries of the patterns for practicing "Passionately Professional"

Pattern Name	Illustration	Pattern Summary (Context / Problem / Solution)
What It's All About		You have work that you are in charge of. In this context, simply doing the work you have been assigned will not achieve the original objective at the heart of that work. **Therefore, give thought to why you are doing the job you do and act in accordance with the underlying objective of your work.**
Challenging Goals		Goals have been set for the work you do. In this context, if you aim to do nothing more than simply fulfill the goals that you have been given, you will gradually become more passive in the way you approach your job. **Therefore, in addition to the goals you are given, set the bar higher by giving yourself more challenging goals and do whatever it takes to achieve them.**
Owning It		Your organization has jobs that someone needs to do and problems that someone needs to solve. n this context, if you are only doing your job, no matter how well you are doing it, you may be missing out on work that needs to be done around you. **Therefore, maintain the awareness that you are also involved in everything that takes place around you, and act with a sense of mission.**

A.2.3 Hypothesize -> Practice -> Validate -> Shikumika

Patterns for practicing "Hypothesize -> Practice -> Validate -> Shikumika" are shown in Table 8.
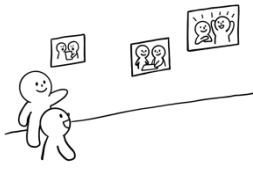
Table 8: The summaries of the patterns for practicing "Hypothesize -> Practice -> Validate -> Shikumika"

Pattern Name	Illustration	Pattern Summary (Context / Problem / Solution)
Get Moving		You came up with a plan based on the idea that if you approach something in a particular way, it will work out well. In this context, when you attempt to develop a concept by yourself, exploring it from every conceivable angle to ensure success, it is easy to become so immersed in thinking about it that you cannot take that important first step. **Therefore, when you have developed your plan up to the point that you think it is acceptable, promptly start working on it.**
Picking Up Speed		You have set your concept in motion. In this context, If considerable time is required before you are able to verify how your concept is performing, you will be late in making the revisions that may be necessary along the way. **Therefore, discover a winning pattern by rapidly cycling through the steps of testing your concept over a short span of time and making revisions based on how things go.**
What Works Here Might Work There		You are involved in a variety of projects. this context, If you are starting every task you do from scratch, a lot of time and effort will be required to figure out how best to proceed and get results. **Therefore, find examples of best practices which you can apply as frameworks for other projects.**

A.2.4 Maximize Customer Satisfaction

Patterns for practicing "Maximize Customer Satisfaction" are shown in Table 9.

Table 9: The summaries of the patterns for practicing "Maximize Customer Satisfaction"

Pattern Name	Illustration	Pattern Summary (Context / Problem / Solution)
Become the Customer		You are creating a product or service. In this context, simply imagining customer needs is not enough to create something that truly meets the demands of users. **Therefore, by using the product or service yourself and directly interacting with customers, experience what it is actually like to use it from the customer's perspective.**
Future Smiles		You are providing a service to your customers. In this context, simply fulfilling your customers' current needs may not be enough to ensure they will continue to be satisfied in the future or that your current situation will improve. **Therefore, maximize customer satisfaction over the mid- to long-term through proposals that give users a preview of the future from a viewpoint that only you can offer.**

| A Relay to the Finish Line | | The work you do does not directly involve end users. In this context, trying to maximize the satisfaction of those who receive your work will not necessarily lead to maximizing the satisfaction of the ultimate end user. **Therefore, visualize where your work is positioned within the value chain that creates customer satisfaction and consider how you could truly maximize the satisfaction of end users.** |

A.2.5 Speed!! Speed!! Speed!!

Patterns for practicing "Speed!! Speed!! Speed!!" are shown in Table 10.

Table 10: The summaries of the patterns for practicing "Speed!! Speed!! Speed!!"

Pattern Name	Illustration	Pattern Summary (Context / Problem / Solution)
An Early Deadline		There is work that needs to be taken care of quickly. In this context, you cannot achieve overwhelming speed in your work simply by consciously trying to work as fast as possible. **Therefore, set an early deadline so that simply meeting them will naturally speed up the process.**
Making More Time		There is an important job that you must complete in a short amount of time. In this context, simply focusing your effort on speeding up your work may not be enough to significantly reduce the amount of time it takes to produce results. **Therefore, find ways to increase the amount of time you can dedicate to the work that you want to spend time on now, by considering what responsibilities are of lower priority and which minor tasks can be handled through other means.**
Super-Fast People		You want to do your work with a sense of speed. In this context, even if you feel that you are doing your job well and making progress, you cannot be certain that you are actually doing so at a fast pace. **Therefore, update your own perception of speed by experiencing firsthand the momentum of someone who works with overwhelming speed.**