31 PROMISES
① Think beyond the norm and take your own initiatives
- Leave everything up to management / Be self disciplined
- Take a free ride / Commit to results
- Getting in the way of your workmates` freedoms / take responsibility for team results
- Point the blame at others / Look for the cause firstly within yourself
- Become trapped by convention / Think with your own head
- I didn't hear anything, I wasn't told anything / Go and pick up the information yourself
- Downplay the rules / Abide by the rules, or change them yourself

② Ingenuity in the industry is essential
- Become a critic or a follower / Show your own thoughts
- Keep creativity confined / Test out creativity in all kinds of work
- Have no time to think / Even Steve Jobs had time to think
- Only work on things that you can already do / Create things that should be made

③ Approach every situation with the user in mind
- Use the user / Realise the user`s wishes no matter the cost
- Think only according to secondhand information / Maintain a hands-on approach
- Create things from only listening to the user / Create things that you would want as a user
- Reel off the reasons why you can’t do something / Think about why you can make things happen

④ Surprise the user with the speed of the results
- Use the excuse of having to choose between speed or quality / Pursue both quality and speed
- Be pressed for deadlines / Decide the deadline for yourself
- Not being efficient because you have too much work on / Your workload increases because you don’t value efficiency
- Not being able to think outside the box / Change the way that you do things

⑤ The road less traveled brings the most growth
- Complain that you never get challenged / Create opprotunities for yourself
- Live in the past / Create a new you
- Say “I’ve got no power” without bothering to think about it / Practise challenging yourself

⑥ Your team will be there in your darkest hour
- Take everything upon yourself / Rely on your workmates
- “That’s not my job” / Pick up the balls in your neighbour’s field
- Not pay attention to workmates’ concerns / Motivate your workmates as part of the collective responsibility

⑦ Celebrate individual differences and unleash your own talents
- Ignore niggling doubts / Speak your true feelings without giving up
- Talk behind someone's back when you can't say it to your face / Tell the person directly and in good faith
- Fix upon something based purely off of hearsay and impressions / Ascertain it for yourself firsthand
- Take no action and do nothing but complain / Not just complain but actually do something
- Wield power over others / Elicit trust from others
- When you find a problem you wave it off with wishful thinking / Sound the alarm when you discover the possibility of a problem
Think beyond the norm and take your own initiatives.

VALUE 1

We avoid being bound by limitations - think beyond the norm and realize the endless possibilities. Without boundaries, our greatest achievements will come to life. However, we must all be responsible for ourselves, and hold each other to this standard. Not to create a boundary, but to inspire a culture of initiative taking.
Think beyond the norm and take your own initiatives

1

Leave everything up to management

In a military-like organisation, everything can be left up to the big wigs. Sometimes that can be the easy option. But, unfortunately, because we are a company who has more ‘freedom’, this also means that we expect more ‘self discipline’.

Be self disciplined

If you think thoroughly about the meaning of your work and how to own your mission and your values, you will be driven on your own accord. This will then be conveyed to stakeholders and you can easily manage expectations. Self discipline is, in fact, your passport to freedom.
Think beyond the norm and take your own initiatives

Take a free ride
Cutting corners when no one’s looking. Only working hard at things you want to do. We call this type of person a free rider.

Commit to results
The only path to achieving great things is by steadily working at it day after day. Wanting to create a wonderful future, and committing yourself to the tasks at hand, are really the same thing.
Think beyond the norm and take your own initiatives

3

DON'T

Getting in the way of your workmates' freedoms
Comming late to meetings. Only doing work that suits you. People who cannot respect other people’s freedoms are not qualified to enjoy their own freedom.

DO

Take responsibility for team results
We are one team. We are able to accomplish great things because we are a team. Therefore, each and every one of us is individually responsible for the results of our team.
Think beyond the norm and take your own initiatives

4

Point the blame at others

“I’m doing it properly, but the market is... my team is... the customer is...” It’s easy to blame our grievances on other people, isn’t it? However, we cannot grow like this.

Look for the cause firstly within yourself

If you first look at the causes and responsibility within yourself, and if you can honestly recognise your own incompetence, then you cannot shift the blame. Also, speak frankly with your colleagues who share the responsibility. By adopting a strict attitude, you will be able to grow as a person.
Think beyond the norm and take your own initiatives.

5

**Become trapped by convention**

The kind of habitual thinking where you can’t give a reason for doing things except that “in my last job we did it like this” or “I’ve always done it this way”, is the reason why you are getting in the way of your own freedom.

**Think with your own head**

Even if no one else is doing it yet, if you think it’s a good idea then you should try it. Then, write out a PDCA. From this, a new way of doing things will be born.
Think beyond the norm and take your own initiatives

I didn’t hear anything, I wasn’t told anything
When you want to say “I didn’t hear anything” or “I wasn’t told anything”, you should try checking it out first.

Go and pick up the information yourself
Aside from personal privacy and matters of extreme managerial importance, all information should be disclosed.
Think beyond the norm and take your own initiatives

Downplay the rules

Please remember the times when you’ve felt like you wanted to ignore the rules. Because we have a liberal administration, the rules need to be followed with an ethical nature, and adhered to by a high moral standard.

Abide by the rules, or change them yourself

Once the rules are decided, you should understand and abide by them to the point where you can make the purpose understood to others. Furthermore, if there is a rule you find to be unreasonable, endeavor to use your own power to change it.
Ingenuity in the industry is essential.

VALUE 2

Is this revolutionary? Would this inspire excitement in our users? These are the questions we ask of ourselves. If the answer is no, then there is little purpose. We use our strengths as a team, fusing our renowned technological skills with our business prowess to continue providing products and services that breathe creativity.
Ingenuity in the industry is essential

Become a critic or a follower
A ‘critic’ is someone who does nothing except criticise, judge and lecture, whilst doing nothing themselves. A ‘follower’ is a person without opinions, or that conceals them, and will just conform to anyone.

Show your own thoughts
Show your own ideas for solutions. If everyone brings together their own ideas and prototypes, you can come to all kinds of strategies that you couldn’t imagine before.
Ingenuity in the industry is essential

Keep creativity confined
“My work doesn’t require any creativity.” If you’re the type of person thinking this kind of thing, you are severely underestimating both yourself and your work.

Test out creativity in all kinds of work
Creativity is sought after in all kinds of work, and there are infinite possibilities in all of them. As soon as you think that you’ve progressed as much as you possibly can, there’s always another step waiting for you.
**Have no time to think**

Instead of complaining that "I was so busy I didn’t have any time to think", you should be lamenting the fact that you "lack sufficient enthusiasm".

**Even Steve Jobs had time to think**

Think about the things that make you excited until you feel like your head will explode. That is where true passion is born. Then, even if you are stopped, you’ll start thinking about it.

Ingenuity in the industry is essential
Ingenuity in the industry is essential.

Only work on things that you can already do
As the company grows, the amount of things that you can do will grow as well. However, if you create a product only made up of things that you can do, it won’t be anything that will make anyone cry with happiness.

Create things that should be made
Imagine something you want so badly that it makes you cry with joy. Ask yourself if that passion is the real thing. Then think about its feasibility and your access to resources. Thinking about things in this order is important.
Approach every situation with the user in mind.

Thinking of what is ‘doable’ is not a starting point. We use our ingenuity to capture users’ imaginations. We listen with open ears, hearts, and minds to pursue minimalism in our products, avoiding being caught up in minor or trivial details.

VALUE 3
Approach every situation with the user in mind

Use the user
Sales, profits and resources. These are entirely for the company's consideration, not the user's. Whilst they are a means of realising both the user's and the company's wishes, they are not the main objective.

Realise the user's wishes no matter the cost
In order to realise the user's wishes, we need to continually defy the standards of what seems like impossible value creation. Easy compromises give birth to mediocrity, and mediocrity destroys everything.
Think only according to secondhand information
Researching trends is important, but you can’t create anything good with nothing but secondhand information.

Maintain a hands-on approach
Look with your own eyes, hear with your own ears, feel with your heart. Primary information is the source of creation. When you feel lost, go back to the source.
Approach every situation with the user in mind

14

Create things from only listening to the user

Listening to the user is important. However, that is only thinking up ‘improvements’ to issues that already exist - it is not creating anything for the ‘future’.

Create things that you would want as a user

Become the user, and create things that you want. If you as a user are exceedingly happy, the user will be too.
Approach every situation with the user in mind

Reel off the reasons why you can’t do something
Leave the 'can’t-do' attitude to the critic. It’s the things that we can’t do, which other companies also can’t do, which is the source of our growth.

Think about ways in which you can make things happen
Thinking about how to realise the user’s wishes over and over again is a difficult thing. However, through this ingenious solutions are produced, merits are created, and innovation is born.
Develop faster than anywhere; improve faster than anybody. Our culture is speed. The evolution of our products, the speed of our decision-making, the efficiency of our work, our response to users - we always aim to be the fastest in all aspects, and we abandon the ineffective from within.

VALUE 4

Surprise the user with the speed of the results.
Suprise the user with the speed of the results

Use the excuse of having to choose between speed or quality
Don't make a trade-off between quality/stability and speed. We don't want either of these used as an excuse.

Pursue both quality and speed
Devise ways in which to pursue both quality and speed, and turn out a high-speed PDCA.
Be pressed for deadlines

Being pushed for a deadline is unpleasant for anyone. If you are constantly getting asked, investigate the reason, because if you can’t change the way you work then it will become painful.

Suprise the user with the speed of the results

17

Decide the deadline for yourself

The only real way to not be pressed for deadlines is to talk to your stakeholders and choose the best timeframe for yourself. If you are thoroughly updating them on your progress, you can control everything yourself.
Suprise the user with the speed of the results

18

Don't let work control you

Being swamped with work is hard for everyone. It’s not only hard on you, but also produces half-baked results, and slows your growth and speed. If you’re beginning to let your work get on top of you, it’s a sign you need to organise your tasks.

Take control of your work

Create circumstances where you’re on top of your work. Look carefully at the amount of work to be completed and the time to do it in, prioritise accordingly and set yourself targets. Practise this always without exception. People who work hard at repeating this will find their productivity levels go through the roof compared to those who just work hard.
Suprise the user with the speed of the results

19

Not being able to think outside the box
The phrase ‘it’s completely impossible’ should more accurately be ‘the way I’m doing it now is completely impossible’.

Change the way that you do things
If the way it is now is too difficult, drop it and re-examine the way that you’re doing it.
The road less traveled brings the most growth.

VALUE 5

We are on a journey with no correct answers. When in doubt, choose the path of greater challenges. Although choosing this path inevitably brings mistakes, by doing so together, we can create better solutions. In our world, failure is the shortcut to success. Failure bears strength and continuous innovation.
The road less traveled brings the most growth

**DO**

Create opportunities for yourself
Just by creating opportunities for yourself, you’ve already begun the fight.

**DON’T**

Complain that you never get challenged
Rather than feel bad about not getting challenged, you should feel bad about not having enough confidence or passion.
The road less traveled brings the most growth

Live in the past

“It was better before”, “it’s a shame the company’s changed”. Please remember when you have these kinds of feelings - in order to change the world, transformation is essential.

Create a new you

In order to every day become closer to accomplishing our mission, we should be changing every day. Every year you should meet a new you and enjoy change.
Say “I’ve got no power” without bothering to think about it

“I’ve got no power” is not a reason not to challenge something. Power comes with having a high-level awareness of issues and sense of responsibility, and by always being a proactive and independent thinker.

Practise challenging yourself

First decide for yourself what needs to be done. Your self confidence will rub off into your surroundings. If you don’t have enough confidence, keep hitting goals to build it up. This is the challenge.
Your team will be there in your darkest hour.

We cannot be super heroes alone. It is only when we connect with each other as a team that our individual potential and abilities become limitless. The true challenge comes in the darkest hour, when everyone is on the verge of giving up. It is in these times we offer a hand to each other to turn around and achieve the best result.
Take everything upon yourself

Keeping things you don’t understand to yourself. Burdening yourself with a volume of work you can’t cope with. Even if you think you’re doing this from a sense of responsibility, it ends up really being irresponsible.

Rely on your workmates

Accurately let people know your situation - sometimes, if it’s necessary, request help from your workmates. In order to do that, you need to be more responsible, have more humility, more judgement and be brave.
Your team will be there in your darkest hour

24

"That’s not my job"

"That’s not my job". Are you sure about that? Your work is always part of everyone else’s work. This means that there is no such thing as work that doesn’t relate to you.

Pick up the balls in your neighbour’s field

The end result is the responsibility of each individual. Even if you’ve finished your work, go back and look at the big picture, and if it’s necessary, roll up your sleeves and go pick up the balls, even if it’s not in your field.
Not pay attention to workmates’ concerns

It’s the times when we strongly believe that ‘I am right’ that we forget others’ point of views. To believe in yourself is one thing, and not to respect other people is another.

Motivate your workmates as part of the collective responsibility

If you and your team are going through a rough situation, endeavour to motivate your workmates through your speech and conduct. That is what a team player is called.
Celebrate individual differences and unleash your own talents.

VALUE 7

There is infinite potential when unique minds work together. By recognizing and embracing our differences in values, ethnicity, religion, gender, and sexual orientation, we are empowered to shape our own future. Communication from the heart is the essence of an environment where everybody has a free and equal voice.
Celebrate individual differences and unleash your own talents

26

Ignore nagging doubts
Stifle your true thoughts, conform to your surroundings, give up on dialogue. When you can’t say how you feel, the small stresses accumulate, distrust towards workmates builds up, and little by little the team becomes a giant pain and you lose all joy in working.

Speak your true feelings without giving up
If you have slight doubts, don’t leave them as is - talk them through thoroughly and communicate properly. Sometimes by getting difficult things out in the open, trust, enlightenment and love is born. A culture where we can discuss our true feelings is the most important thing in our culture.
Celebrate individual differences and unleash your own talents

27

Tell the person directly and in good faith
You should endeavour to tell them directly and in good faith even if it’s something that’s difficult to tell them instead of talking behind their back. If there are people that are talking about other people behind their backs, please tell them that “you should discuss that with them openly. I can help you if you need it.”

Talk behind someone’s back when you can’t say it to their face
Talking about someone behind their back without being able to say it openly to them and arbitrarily deciding that “this person is like this” and spreading rumours are not what we would consider fair and open communication.
Fix upon something based purely off of hearsay and impressions

"Everyone’s saying that..." “I guess they’re that kind of person”. Judging a person based purely off of hearsay and impressions is an injustice against that person.

Ascertain it for yourself firsthand

If you have any doubts, you should endeavour to take action yourself and have a few discussions. If one on one is too difficult, discuss it together with your workmates.
Celebrate individual differences and unleash your own talents

Take no action and do nothing but complain
“The atmosphere in that team is bad”, “communication within the company has become bad”. Doing nothing except complaining about things does not improve anything. On the contrary, it actually spreads the bad atmosphere and dampens everyone’s enthusiasm.

Not just complain but actually do something
We’re human, so there are times when we do grumble a bit. However, we need to just get on with it. Figure out how best to solve the problem, substantiate the problem, share it with a responsible workmate, discuss it thoroughly, decide on a solution and take action. That is what we do.
Celebrate individual differences and unleash your own talents

DON'T

Wield power over others
Saying “I’m the boss” and wielding authority over others and making your coworkers obey you. This is someone that doesn’t really have anyone’s trust.

30

DO

Elicit trust from others
Having respect for the people that you work together with always comes across them. It is the every day trust that is tested when you have to convey the things that are hard to say.
Celebrate individual differences and unleash your own talents

When you find a problem, wave it off with wishful thinking

Even when you find a problem, just saying “well, someone will deal with it” or “it’ll probably get better eventually” is wishful thinking that will make you miss something that was under your very nose. Sooner or later it will damage the entire team.

Sound the alarm when you discover the possibility of a problem

If you come across the possibility of a problem, let everyone know, follow it up until you’ve reached a solution, then double check it. Consult with your supervisor and manager. Then support them. This kind of conduct protects everyone’s future.