

1) Strategy planning for standardization

Note 6 No skill level determination is not applied for this task 1).

===Evaluation criteria on performance===

a) Responsibility

Operated applicable operation as standardization personal in-charge

b) Experience

Achieved and/or experienced one or more of the following autonomously:

- 1) By considering the relationship with corporate strategy (including marketing strategy, brand strategy), R&D strategy, IP strategy (Including effective use of open/close strategy depending on the circumstance), review the proposed strategy, determine on standardization strategy, execute and manage.
- 2) By considering the relationship with corporate strategy (including marketing strategy, brand strategy), R&D strategy, IP strategy (Including effective use of open/close strategy depending on the circumstance), make a decision on conducting standardization or not.
- 3) By considering the relationship with corporate strategy (including marketing strategy, brand strategy), R&D strategy, IP strategy (Including effective use of open/close strategy depending on the circumstance), make a decision on selecting De facto, Forum/Consortium, or De jure.
- 4) By considering the relationship with corporate strategy (including marketing strategy, brand strategy), R&D strategy, IP strategy (Including effective use of open/close strategy depending on the circumstance), adapt business model which utilizes standard and make a decision on execution.
- 5) Participated standardization related conference.

c) Achievements

Achieved and/or experienced two or more of the following:

- 1) As a result of operation indicated in experience, contributed to corporate result with standardization activity. (Including those of individual and of group; this applies to the rest).
- 2) As a result of operation indicated in experience, appropriately managed the standardization division in the company.
- 3) As a result of operation indicated in experience, positively influenced strategy of own company, industry, government and/or international standardization organization
- 4) The outcome of operations listed in the contents of "Experience" had been referred to by any investors and shareholders.

d) Contribution

Achieved and/or experienced one or more of the following:

- 1) Conducted trainings or advised junior employees.
- 2) Created manual for assigned operations.
- 1) Taught any internal/external training seminar (including seminars or study sessions for public, children, university students, corporations, or industries).
- 2) Participated in internal/external committee as a member (including those of related industries and public offices).
- 5) Published a thesis based on assigned operations or specification.
- 6) Presented in an academic conference or an exhibition regarding assigned operations, product, or specification.
- 3) Composed or published documents (including newspapers, journals, and websites) regarding information (including information or interpretation regarding specification, information of compatibility, and personal operational experiences).
- 4) Provided know-how to internal/external related personnel based on personal operational experiences.

===Evaluation criteria on capability===

e) Business Comprehension Skill

Satisfy all of the followings:

- 1) Understand each division' s policy and differentiation within open and closed strategy among Corporate strategy, business strategy, research and development strategy, and intellectual property strategy, and be able to understand, explain, and apply positioning of standardization-related operation throughout a whole organization including personally assigned operations own operation (including domestic, international, and industrial positioning and understanding merit and demerit of positioning) by referring to related standardization strategy.
- 2) Be able to understand, explain, and suggest how standardization-related operation throughout a whole organization including personally assigned operations can contribute to corporate strategy, business strategy, research and development strategy, and intellectual property strategy.

f) Communication

Fulfill all of the following;

- 1) Be able to collect, share, and exchange information smoothly with related personnel from related internal division, domestic and international companies, and the industry.
- 2) Be able to understand explanation correctly provided by related personnel from internal related division, domestic and international companies, and the industry.
- 3) Be able to associate and cooperate with related personnel from internal related division, domestic and international companies, and the industry.
- 4) Be able to find collaborators and create a network among related personnel from internal related division, domestic and international companies, and the industry.
- 5) Be able to create a meeting report, break down other people' s arguments, and explain how they affect internally to related personnel from internal related division, domestic and international companies, and the industry.

g) Negotiation

Satisfy all of the following;

- 1) Be able to make an appointment and set up a meeting (and provide an opportunity for a negotiation by making appointment as off-line.)
- 2) Be able to present self-opinion, explain self-argument, and convince.
- 3) Be able to draw other people' s opinions or arguments.
- 4) Be able to understand a point of an argument and move an argument forward to agreement. Understand internal corporate guideline, prioritize comprehensible matters, and enable to judge situation for corporate merit and demerit perspective while understand and respect other people' s opinion and/or position.

h) Planning

Satisfy all of the following;

- 1) Be able to find out issues from the current situation (including the positioning from overall perspective) and to propose one or more own solutions (including direction)

i) Leadership

Satisfy all of the following;

- 1) Recognize issues or problems of organization that one belongs and be able to suggest operational direction (including raising awareness of related personnel, instructing related personnel, setting up a discussion opportunity, encouraging participants for active involvement and expression, and dealing appropriately with objections or counterarguments by separating arguments and save discussion and put it into an agenda of the next meeting)
- 2) Be able to suggest an unanimously agreeable goal by reviewing different opinions from a new view of perspective (including differences in relationships between each division and each division' s strategy, and competition map, industrial activities, and national standardization policy of rival companies).
- 3) Respect related personnel' s position and build trustworthy relationship with related personnel by following the direction.

j) Presentation

Satisfy all of the following;

- 1) Be able to understand referral contents of responsible operations (including subjective standard, discussion contents, conversation, questions, opinions, emails, phone calls, regulations, thesis, procedures, trends, examples, issues, and other related information) in an appropriate language (including technical terms) well enough so one can exchange information, and execute operations.
- 2) In order to execute responsible operations (exchange opinions with related personnel, share information, negotiation, reporting, creating a meeting summary, and emails),

be able to explain (including making presentation documents) and convince in clear, simple, logical, plain, appropriate way with necessary written languages.
3) In order to execute responsible operations (exchange opinions with related personnel, collect information, share information, negotiation, facilitate meetings, conversation, make a statement, phone calls, and presentation) be able to explain, present, and convince in a clear, simple, logical, plain, appropriate way with necessary spoken languages.

k) Technology

Satisfy all of the following;

1) Be able to understand and explain related technical fields of assigned operations (including background, effect, influence, contents of technology, feature, self-developed technology, similar technology including technical terms, technical trends, and technical discussion, related technology, competitors' technology, under-development technology standard technology, IPR, technology dealt by policy, and advantageousness), and execute operations.

l) Operation

Satisfy all of the following;

1) Under proper time management, be able to understand and explain the knowledge and information on assigned operations and execute operations. i. e. referred contents are own company policy, procedure, tendency, business case and issues.

2) Be able to report contents of incidents when any of referral contents found incorrect in accordance with executing operations.

3) Be able to find out issues and guide to solutions in accordance with executing applicable operations.

m) Miscellaneous

Satisfy zero or more of the following;

1) Have an interest, concern, or curiosity for products, technology, and different culture.

2) Be understanding of different culture including history and religion, other corporations, and associated corporations.