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# PILP

## Week Six

### 'Hope & Action'

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EAST-WEST  
CENTER

#### Synopsis

Week Six draws the first phase of PILP – the Honolulu residency portion at the East-West Center – to a close. We are now mid-way through the G5 voyage and entering a time of transition. This is a time to look back and look forward. Our learning journey at the EWC began with 'Wayfinding' (Week 1), moved onto 'Security and Futures' (Week 2), followed by 'Climate and Adaptation' (Week 3). Then we explored the leadership themes of 'Resilience and Opportunity' (Week 4), followed by 'Reconciliation and Diversity' (Week 5). Our last 'port' this week, as we look ahead to the Taiwan Field Study, is 'Hope and Action'.

Before you depart on Friday, take a deep breath and envision the journey ahead. As we look forward to new horizons and opportunities in Taiwan, also take time to look back. Carve out a space to reflect on our G5 voyage so far. How have you changed in the last six weeks? What have you learned? Think back to our foundational 'Three Questions'. In what ways has your regional knowledge of Oceania broadened and deepened? How has your leadership capacity developed? And how have you changed at a personal level? After the Taiwan 'Field Study', how will you take action, serve others, and lead positive change on your return home? In short, how will you be a broker of hope?



*An advertisement on a high-rise building in Taipei, October 2016*

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#### Week Six Detail

Monday morning begins with our host, Waka 6, launching 'Hope & Action' week. Then Waka 6 and Lance will facilitate a session titled, 'Oceans and Action', which will provide a platform for G5 to share stories of action for our Blue Continent. Collecting G5 action stories in the morning will set the stage for an afternoon case study on deep-sea exploration in Hawaii at the University of Hawaii at Manoa (see below under Case Studies for details). We will view a live deep-sea exploration by NOAA scientists of the Puccini seamount in the Musicians seamount group from the Exploration Command Center of Hawaii Underwater Research Laboratory (HURL). This is the first time a PILP cohort has been able to see the command center and during a live expedition! In the evening, to mark the official day of peace worldwide (September 21), we will screen the documentary, *Peace One Day*, which tells the remarkable story of how one individual, a

failed actor with no educational credentials or leadership experience, set out to change the world through hope and action: <http://www.peaceday.org>

Optional **coaching** with Keith Coats is available again throughout this week (see below for details) to discuss life and leadership. You may book sessions any time that Keith is available outside class times and program activities. Please contact Keith directly. First-come, first-served! <[keith@tomorrowtodayglobal.com](mailto:keith@tomorrowtodayglobal.com)>

On **Tuesday** morning, Keith will lead an interactive session on Adaptive Intelligence that adds new dimensions to our understanding of Adaptive Leadership. Over lunch, Dean Mary Hammond, Dean Anne Hartman and EWC graduate degree fellows from Oceania, will provide an overview of EWC scholarships, fellowships and other opportunities for Pacific Islanders who wish to study for graduate degrees at the University of Hawaii Manoa. This is an optional, informal Brown Bag conversation (time is tight and it is ok to bring your own lunch) and an opportunity for you to ask questions.

In the afternoon, Philippe will lead the third session of the Personal Action Plan process, where we turn from the Present to the Past – an important step as we prepare for and imagine our futures. As you think back to our work in Week Five on reconciliation, what inconvenient truths, if any, need reconciling in your life? Please make sure your PAP is 100% up-to-date before this class, including all assignments and reflective questions in the two sections on ‘The Present’. Afterwards, we warmly welcome our Taiwanese Visiting Diplomat, Mr. Richard Jingyao Lin, who is stationed in Fiji and will give a short talk on his work there. Aloha Richard. This is also a business session for the Taiwan ‘Field Study’ to cover logistical departure details. Then in the early evening, APLP G17 will kindly host us at a potluck celebration (they are cooking, but please bring culinary contributions – no alcohol allowed) to wish PILP G5 bon voyage to Taiwan and to say farewell to Keith.

**Wednesday** begins with the final Pacific Foresight session with Dr. Scott MacLeod. You are now futurists, G5! Then we focus on Wan Smol Step (WSS) – the action steps you will take back home to activate learning and bring positive change to your community, no matter how small. There will be a gallery event to showcase your WSS prototype initiative. In the afternoon, Waka 6 will host a G5 Wantok Appreciation in Hale Halawai to mark the end of our time at the East-West Center. The rest of the day is left open to finish assignments: your Hawaii Report (submitted to Taiwan) is due today, as well as your Personal Action Plan (The Present and The Past sections). See below under Assignments. The deadline is 11:59pm today, but we encourage you to submit your work earlier!

**Thursday** is a relaxing day of *ohana* celebration and connection for G5 with an educational purpose. We will visit the beautiful Honolulu Museum of Art in the morning (<http://www.honoluluuseum.org/342-visit>) and explore the Art of Leadership. Afterwards, we head to Waikiki for lunch (on your own, bring money), then enjoy a trade-winds sail off the shores of Waikiki and Diamond Head in the afternoon. (If you suffer from sea-sickness, please see Lori.) Once back on shore, you are free to roam in Waikiki. Please return on your own to the EWC to finish packing and prepare for check out the next morning.

**Friday** is departure day! Six weeks have passed in the blink of an eye. Starting at 9:30am, you will need to check out of the residence halls and weigh your luggage. Lori and Philippe are ruthless with the weighing scales, so travel light (you will be moving

around a lot in Taiwan, so less is more). Our motto: if in doubt, throw it out (or recycle, sell, give to a friend, etc.). But don't leave packing until the last minute. Our bus leaves for the airport at 10:45am sharp. See below for more logistical details on departure.

**The time has come to lift anchor, G5.** We have patched our sails, caulked our hulls, and made a basket overflowing with provisions consisting of leadership theory and practice, regional content and advanced knowledge, place-based immersion, and lessons experienced through the power of individual and cohort learning.

Throughout the Honolulu residency portion of PILP, G5 has journeyed far, both to the interior of our selves, as well as out into the world via new people, places and relationships across diverse contexts. We have come full circle in Hawaii and made connections that will hopefully inspire you and your communities to work towards positive change. And we have assembled a crew that will keep tight the strong connections built along the way.

We have learned new ways to see our region, our Oceania. We have learned that Oceania unites, not divides. Oceania is us:

*Oceania is vast, Oceania is expanding, Oceania is hospitable and generous, Oceania is humanity rising from the depths of brine and regions of fire deeper still, Oceania is us. We are the sea, we are the ocean ...*

Epeli Hau'ofa, 1993

This is not the end of our G5 journey – far from it – but it is the end of the beginning. Our next stop is Taiwan. Exciting opportunities lie ahead.

## Objectives

### In Week Six, you will (among other things):

- Explore the power and pitfalls of hope
- Investigate the importance of oceans to our planet
- Experience the power of leadership and the impact one person can make
- Identify the foundations of adaptive intelligence
- Revisit the past to build the future (PAP)
- Refine and showcase your applied leadership WSS project
- Encounter Guanyin (Bodhisattva) in the Art of Leadership
- Sail off Waikiki and Diamond Head with G5 ohana
- Bid a celebratory farewell to Keith Coats, APLP G17, the East-West Center campus, and Hawaii
- Reflect on your time in Hawaii
- Pack and prepare for Taiwan 'Field Study' departure

## Key Questions

1. What are the three most important things you have learned in PILP during your time at the East-West Center?
2. How will you apply what you have learned in Hawaii when you return home?
3. What is different about Hawaii now that you have lived here? How has your perspective and sense of place changed?
4. How will you stay connected to the East-West Center in the future?
5. What futures does your past make possible? (PAP)

6. What is hope and why is it both powerful and dangerous?
7. What motivates change?
8. Is action the essence of leadership?
9. Why is Taiwan an influential foreign donor?
10. What is the historical relationship of Taiwan and continental China?
11. What is the history or 'deep time' of Taiwan?
12. How will you 'show up' as a leader in Taiwan? What voice and presence will you bring to Phase Two of PILP G5, the 'Field Study' in Taiwan?
13. What do you need to do now to prepare for departure to Taiwan?

## Key Ideas and Words

Taiwan  
Field Study  
Hope  
Change  
Action  
Adaptive Intelligence

Wan Smol Step  
Peace  
Networks  
Futures

## Guests

### Visiting Taiwanese Diplomat

**Mr Jingyao 'Richard' Lin** (Third Secretary) has worked with the Trade Mission of ROC Taiwan in Fiji since January 2017. He started his career at the foreign service in 2014. Prior to his post in Fiji, he worked in the Caribbean Section, Latin American Affairs Department, Taiwan Foreign Ministry and Oversea Community Affairs Council. Before joining the government, Mr. Lin worked as a R&D engineer in the semiconductor manufacturing industry. He holds a master degree in Chemistry from Taiwan Nation Tsing-Hua University and a BS degree in Chemistry from Taiwan National Chung-Cheng University. Mr. Lin has difficulty learning to swim; he wants to start with breaststroke.



**Mary Hammond** is Dean of the East-West Center's Education Program. As Dean, she manages the student programs and scholarships, with approximately 300 students each year from across the US and over 40 other countries, who live in residence and participate in East-West Center cultural exchange and collaborative activities, cooperative study, and leadership development projects.

Ms. Hammond has worked in international education for nearly 30 years, including teaching English language and administering English language and teacher training programs, as well as working in senior administrative positions. She has also worked in international admissions and recruitment, and the enhancement of exchange programs, international institutional partnerships and funding streams. In the US, Mary has worked at Harvard University, the University of Southern California, the University of Hawaii at Mānoa, and Hawaii Pacific University. Mary grew up in Japan, lived and taught in China for two years in the early 1980's—in Beijing and in the Northwest province of Ningxia—and was a Fulbright grantee at Istanbul Technical University.



**Seminar Program Specialist, East-West Seminars. EWC Dean of Education (October 2017 onwards)**

**Ms. Ann Hartman** is a seminar program specialist in the Seminars department of the East-West Center. For the past 14 years she has been leading the East-West Center's two flagship short-term dialogue and exchange programs: the Jefferson Fellowships for journalists and the New Generation Seminar for young leaders. Through this work, she has led visits to China, Indonesia, Korea, Japan, Vietnam, Philippines, Myanmar and India in Asia and Youngstown, Milwaukee, Lowell, Boston, Miami and Washington, DC among other cities in the United States on topics such as climate change, innovation offshoring, China's development challenges, health issues, the politics of globalization, the global economic crisis, and Asia Pacific security and the U.S. role. In 2011, she designed and implemented a new Pakistan-U.S. Journalists Exchange, and secured \$1.08 million in grant funding from the U.S. Embassy Islamabad to continue the program for three years. She is also the co-coordinator for the Changing Faces Women's Leadership Seminar. Ms. Hartman co-authored the book chapter, "Changing Faces Women's Leadership Seminar: A Model for Increasing Asia Pacific Women's Entrepreneurial Participation," in the newly released academic text *Women and Leadership Around the World*.

Ms. Hartman came to the East-West Center in 2002 after four years as the associate Peace Corps director for programming and training in Uzbekistan (1997–2001), where she assured quality work assignments and training for 150 volunteers and positive development outcomes for the Government of Uzbekistan. She was a Peace Corps volunteer teacher and trainer in Multan, Pakistan (1990-1991) and Stara Zagora, Bulgaria (1991-1993). Ms. Hartman received her master's degree in international development, training and adult education from the Center for International Education at the University of Massachusetts, Amherst and her BA from St. Olaf College in Minnesota. She has teaching certifications in social studies and English as a second language.



**Keith Coats**

PILP mentor and guest faculty, Keith Coats, continues his time with us in Week Six to share his leadership knowledge and expertise. After leading a national NGO in South Africa for 20 years, which worked with underprivileged children, Keith co-founded an international leadership consultancy business, TomorrowToday Global, where his official title is 'Director of Story-Telling'. Fifteen years later, the company has achieved worldwide recognition and success. Keith has worked with the East-West Center's Leadership Programs annually since 2002 and played an integral role in program design, development and delivery. To maximize his time with us, Keith will continue to stay in Hale Manoa to work with you outside class in individual (or group) coaching sessions. Please contact Keith directly via email or in person: [<keith@tomorrowtodayglobal.com>](mailto:keith@tomorrowtodayglobal.com)

Website: <http://www.tomorrowtodayglobal.com>

## **Case Study #6: Deep Sea Exploration in Hawaii**

**Date:** Monday, September 18<sup>th</sup>: 1:15pm-3:00pm

**Site:** Exploration Command Center of Hawaii Underwater Research Laboratory - HURL  
(meet at EWC Burns Hall walking distance across the street at UH Manoa)

### **Case Overview**

#### **What's going on?**

The oceans cover 71% of our planet, produce 50% of the oxygen we breathe, and draw 25% of the carbon dioxide from the atmosphere. Since 1955, oceans have absorbed 95% of the excess heat trapped by greenhouse gases, protecting us from extreme environmental shifts. In further testament to their importance, billions of people rely every day on seafood for nutrition.

Unfortunately, the world's oceans are under increasing pressure from a growing range and intensity of economic activities. The ocean economy's long-term potential cannot be fully realized unless more effective steps are taken to improve integrated ocean management - including ecosystem preservation - at local, regional, national and international levels.

Integrated ocean management will require significant progress in innovation and new thinking in many areas - including science, technology, R&D, manufacturing, infrastructural design, consultation and decision-making processes, institutional co-operation, and last but not least, in government policy.

#### **What actions are being taken?**

Despite humanity's awareness of the importance of oceans to our livelihoods, we are just beginning to explore them. The ocean is 95% unexplored, unknown, and unseen by human eyes. Resource managers cannot manage what they do not know. To understand, manage, and protect the ocean and its resources, NOAA believes it is critical to support a systematic program of ocean exploration, using the best ocean technology available to discover, inform, educate, and motivate.

At the Hawaii Undersea Research Laboratory (HURL), scientists are provided with the tools and expertise they need to investigate the undersea environment. This includes submersibles, remotely operated vehicles, and other cutting edge technologies. HURL, which is within the School of Ocean and Earth Sciences and Technology at the University of Hawaii, is funded through a cooperative agreement from NOAA that began in 1980. Project locations have included the main Hawaiian Islands, American Samoa, Australia, the Line Islands (i.e., Palmyra, Kingman, Jarvis, Kiribati), Guam, Saipan/CNMI, and throughout the Caroline and Marshall Islands.

The Hawaii Undersea Research Laboratory is the only U.S. deep submergence facility in the Pacific Rim tasked with supporting undersea research necessary to fulfill the mission, goals, and objectives of the National Oceanic and Atmospheric Administration (NOAA), along with other national interests of importance. Over 30 years of submersible operations have resulted in nearly 1,900 dives representing 9,300 hours underwater, and a benthic (bottom part of a body of water) ecology database derived from in-house video record logging of over 125,000 entries based on 1,100 unique deep-sea animal identifications in the Hawaiian archipelago. With emerging interest in marine resources of the Pacific and renewable energy from the sea, HURL's contributions will continue to play an essential role in scientific research and advanced technology.

## Where do you fit?

We will visit the Exploration Command Center of the highly regarded UH School of Ocean and Earth Science and Technology (SOEST) to witness research in action and to help you identify where you and your community fit in deep sea exploration efforts. We will be kindly hosted by Dr. Chris Kelley, Associate Professor of Oceanography at the University of Hawaii.

Dr. Kelley is part of the SOEST faculty recognized as international leaders in research, innovation, and education on topics such as renewable energy, oceanography, coral reef ecology, volcanology, remote sensing, cosmochemistry, tropical meteorology and climate modeling. SOEST is the research powerhouse of the UH, generating fully one third of the total extramural funding received at UH Manoa.

UH Manoa, NOAA and SOEST established an Exploration Command Center – a location where live video feeds from the ship and ROVs are displayed and scientists on land can communicate with the shipboard team, to enable tele-presence collaboration. Fortuitously, our visit coincides with a current deep-sea mission allowing us to observe live, real-time imagery of parts of our earth never explored or seen before!

## Case Bio



**Chris Kelley**  
**Associate Professor Program Biologist, Hawaii Undersea  
Research Laboratory (HURL)**

### Education:

- 1995 PhD Zoology, University of Hawaii
- 1985 MS Zoology, University of Hawaii
- 1977 BS Biology, Marietta College

### Research Interests:

- Deepwater habitats, ecology and fisheries
- Seafloor mapping and GIS

## Case Logistics

No bags. Photos and videos allowed. Heads-up: the meeting place is a small room which only fits 20 people at once, so expect wait time and rotations.

## Case Resources

- Article on HURL: <http://manoa.hawaii.edu/news/article.php?ald=6436>
- HURL website: <http://www.soest.hawaii.edu/HURL/>
- About NOAA ship Okeanos Explorer:  
<http://oceanexplorer.noaa.gov/okeanos/about.html>
- About NOAA: <http://www.noaa.gov/>
- Read about the 2017 American Samoa expedition:  
<http://oceanexplorer.noaa.gov/okeanos/explorations/ex1702/welcome.html>
- Video on HURL's work: <https://www.youtube.com/watch?v=tbqS-IddajE>

## Peace One Day (Film and Global Event)

September 21<sup>st</sup> is the official UN day of peace worldwide. We will screen the powerful documentary, *The Day After Peace* in Hale Halawai at 7:00pm on Monday, September 18<sup>th</sup>. This is a classic case study of Adaptive Leadership and how one individual – an unlikely leader – set out to persuade the world to commit to a day of global peace and non-violence. He took Wan Smol Step (WSS), which turned into a very large step indeed.

What is your WSS when you return home?

For inspiration, have a look at the Peace One Day website before we watch the film: <http://www.peaceoneday.org>

## Coaching with Keith Coats

As in Week Five, individual coaching with Keith will continue to be offered this week. This is optional and informal, although preparation is required. Please make an appointment outside class times to discuss your individual leadership journey. Contact Keith directly in person or via mail: <[keith@tomorrowtodayglobal.com](mailto:keith@tomorrowtodayglobal.com)>

**Important:** prior to meeting Keith for coaching, please prepare answers to the following questions:

1. What is the question or challenge you are facing which you want to discuss?
2. What actions have you already taken to address this issue that you can share with Keith? What were the outcomes?
3. What do you hope to achieve through this conversation?

## Taiwan Field Study Departure Logistics

### Checking Out, Weighing Luggage, Airport Departure

- Checking out of Hale Manoa and Hale Kuahine housing: everyone is required to check out of their dorm rooms the morning of Friday, September 22<sup>nd</sup>. Check-out at Hale Manoa front desk begins at 9:00am.
- Keyfobs: Please return your keyfobs to Lori during the check-out period.
- Suitcase weighing: You are allowed ONE checked bag only. This bag must weigh less than the 50lbs (22kgs) weight limit. After you have checked out of Hale Manoa, your checked bag will be weighed by Philippe and Lori *before* you board the bus to the airport. If you have extra luggage, you will need to pay for excess baggage yourself. Be warned it is very expensive.
- Airport departure: The bus leaves from outside Imin Conference Center at 10:30am sharp. If you miss the airport shuttle bus, you are responsible for finding your own way to Honolulu Airport in time for our flight.

**Helpful Hint:** For the Taiwan Field Study, each person is allowed only ONE checked bag and ONE carry-on bag. If your checked bag is over 50lbs (22 kgs), you will need to lighten the load. Please plan ahead. There is a luggage scale located behind the Hale Manoa front desk. This will be made available for use on Thursday, September 21<sup>st</sup>. Please ask at the front desk and, if you have any issues, call Cathy (x7043) or Kawika (x7960) to use the luggage scale.



## Assignments for Week Six (Important)

- Submit your Hawaii Report to Philippe (for IDIA in Taiwan) **on Wednesday, September 20 by 11:59pm.**
- Update your PAP master document and finish all the exercises / sections we have covered so far: The Present (two sections) and The Past. Submit to Philippe **on Wednesday, September 20 by 11:59pm.** PAP work on The Future will take place in Taiwan.
- Wakas: submit your Executive Summary of your Host Week learnings (if you have not already done so) **on Wednesday, September 20 by 11:59pm.**
- Update your 'My Leadership Philosophy' (MLP): 20 short statements which you believe to be true about leadership. We will finish this in Taiwan.

Please manage your time and be punctual with these commitments. We take deadlines seriously!

## Resources for Week Six

### Watch/Listen (Taiwan videos)

- Taiwan After WWII (Documentary film)  
<https://www.youtube.com/watch?v=SZ7LuE3J8Zc>
- Creative Traditions: Crafting Contemporary Indigenous Identity in Taiwan (Lecture, Brown University, 2012). <https://www.youtube.com/watch?v=9WXJCDu5TvQ>
- Indigenous Rights Movement in Taiwan since 2008 (Lecture, University of London, 2014): <https://www.youtube.com/watch?v=BpDkWwyNdxA>

### Case Readings (all optional)

- University of Hawaii School of Ocean and Earth Science and Technology:  
<https://www.soest.hawaii.edu/soestwp/>
- Article on Hawaii Underwater Research Laboratory HURL:  
<http://manoa.hawaii.edu/news/article.php?ald=6436>
- On Hawaii Underwater Research Laboratory HURL website:  
<http://www.soest.hawaii.edu/HURL/>

## Calendar Week Six (September 18 – 23, 2017)

Hope and Action	Time	Activity	Location	Lead	M/O/P/S
Monday, September 18	9:00-9:45	Introduction to Week (Waka 6)	Burns 3015	LB & Waka 6	M
	10:00-12:00	Oceans and Action	Burns 3015	LB & Waka 6	M
	1:15-3:00	Case Study: Deep Sea Exploration in Hawaii	UH SOEST	LB & Waka 6	M
	7:00-8:30	Film: Peace One Day	Hale Halawai	NB & PL	M
Tuesday, September 19	9:00-11:30	Adaptive Intelligence	Koi	KC	M
	11:45-12:30	Scholarship Opportunities at the EWC for PIs (Mary Hammond, Ann Hartman & EWC alumni)	Burns 2118	MH, AH & LC	O
	1:00-3:30	PAPs 3	Koi	PL & NB	M
	3:30-4:30	Taiwan Visiting Diplomat (Richard Jingyao Lin - Fiji) & Taiwan Field Study Business	Koi	Waka 6 & SK, LC, PL	M
	6:30-8:30	Farewell Potluck hosted by APLP	Hale Halawai	APLP G17	M
Wed, September 20	8:30-9:30	Pacific Foresight 5	Burns 3015	SM	M
	9:45-12:00	Wan Smol Step (WSS) – Preparation & Gallery	Burns 3015	LB & Waka 6	M
	1:30-3:30	Wantok Appreciation	Hale Halawai	Waka 6 & G5	M
	3:30-	<b>Prep Time: Hawaii Report, PAP &amp; Waka Host Summary due today by 11:59pm</b>	<b>Submit to Philippe</b>	G5	M
Thursday, September 21	10:00-1:00	Art of Leadership: Talk Story	Honolulu Museum of Art	NB, KC, PL & LB	M
	1:00-2:30	Depart Museum for Waikiki (Lunch on own)	Waikiki	G5 & PL	M
	2:45-4:00	Trade-winds Sail off Waikiki (back on your own)	Sheraton Hotel on Beach	G5 & PL	M
	Evening	Pack for Departure	EWC	G5	M
Friday, September 22	9:00-10:15am	Departure: Room Check-outs & Suitcase Weighing	HM Lobby	LC & PL	M
	10:30am	Depart for HNL Airport	Imin	LC & PL	M
	1:45pm	Flight Departure	Honolulu Airport	LC & PL	M
Saturday, September 23		Arrive Taipei @ 9:00pm (Taiwan time) on Saturday, Sept 23	Welcome to Taiwan	PL	M

\* **KEY:** M = Mandatory, O = Optional, P = Pick (at least one is mandatory), S = Sign-Up