
PILP

Week Four

'Peace & Power'



Synopsis

Week Four draws the first phase of PILP – the Honolulu residency portion at the East-West Center – to a close. We are now almost mid-way through the G6 voyage and entering a time of transition. This is an opportune time to look back and look forward. Our learning journey at the EWC began with 'Wayfinding' (Week 1), moved onto 'Climate and Adaptation' (Week 2), then followed with an exploration of the leadership themes of 'Reconciliation and Diversity' (Week 3). Our last 'port' this week, as we look ahead to the Taiwan Field Study, is 'Peace & Power'.



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 G6 voyage so far. How have you changed in the last four 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 been enhanced? How have you changed at a personal level? After the Taiwan 'Field Study', how will you take purposeful action, serve others, and lead positive change on your return home? How will you be a broker of hope?

Week Four Overview

Peace is more – much more – than the absence of violence, conflict or fear. Peace is about the attitudes, structures and institutions that strengthen and sustain peaceful, harmonious relationships and societies. Our ability to handle conflicts peacefully is directly connected to our happiness and wellbeing at home and work, and to the health of our communities and our planet. Whenever and wherever we lead (or act), we can and must do so in ways that create and grow conditions for 'positive peace'.

Leading with a goal of positive peace means being proactive and intentional in shifting patterns of thinking, knowing, and doing — especially when people hold tightly to longstanding beliefs and practices. Building on last week's themes of reconciliation and difference, this approach to leadership also requires action that is experiential, relational, and optimistic. Focusing on peace as a learning and leadership theme encourages us to consider both how we are formed by and continuously negotiate and impact the cultures, relationships, and structures in which we are embedded.

A discussion of peace also demands that we consider power: What is power? Who has it? Who does not? How is power recognized, gained (and lost), and wielded? Where does power come from? We saw earlier how the framework of Adaptive Leadership distinguishes between authority ('legitimate power') and leadership. On a global stage, what do we mean by 'balance of power' between states and why is this key to increasing the likelihood of peace?

When used as a force for good, power is the ability to influence a situation positively and is therefore key to leadership success. 'Soft power' is a form of influence without oppression. The dark side of power (and leadership) involves control, often via coercion or threats of force to mandate compliance. Lord Acton warned that, over time, power tends to corrupt, and absolute power corrupts absolutely. Toxic leadership is poisonous and involves the severe abuse of power.

Questions on Peace & Power

- How are peace, power, and leadership connected?
- What are your opportunities for peace-building at the family, workplace, and community levels?
- Who is a leader you admire for their role in building peace (at any level)? Why do you admire them? How do they wield and share power?
- How and why are curiosity, optimism, and creativity critical to peace-building and to effective leadership?

Week Four Detail

Monday morning begins with the launch of 'Peace & Power' week and an overview of the key themes and elements. Then guest faculty (and APLP G2 alumni), Dewardric (DL) McNeal will discuss the history of Taiwan and relations between Taiwan, China, the Pacific, and the United States through the prism of power and peace. In the afternoon, we continue the Personal Action Plan process, including an exploration of the core values that drive your behavior. Afterwards, Week Four Tok and Mastermind presenters have a preparation meeting.

On **Tuesday** morning, DL continues his analysis of the rise of Taiwan and key international relationships, looking ahead to the future. In the lunch break, Ann Hartman, Dean of the Education Program, and Pacific Island graduate degree fellows at the EWC, will showcase EWC scholarship and fellowship opportunities for PIs for those of you interested in graduate degree study at the University of Hawaii. This is an optional, informal Brown Bag conversation (bring your own lunch).

A short Taiwan logistics meeting is scheduled in the afternoon, before we explore and appreciate the regional cases of this week's G6 Masterminds. Please make sure you have read all the cases in advance and are ready to ask questions and engage in discussion. Tok presenters have a dress-rehearsal afterwards.

Wednesday begins with a Case Study Experience at the World War II Valor in the Pacific National Monument (Pearl Harbor). We return for Toks in the afternoon to discuss the theme of Compassionate Leadership, inspired by the work of Adam Kahane on Power and Love, followed by a Mandarin and Taiwanese business etiquette class.

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.peaceoneday.org>

Thursday is a relaxing day of *ohana* connection and celebration for G6, grounded in educational purpose. We will visit the beautiful Honolulu Museum of Art in the morning (<http://www.honolulumuseum.org/342-visit>) and discuss the Art of Leadership through encounters with cultural difference. Afterwards, we head to Waikiki for lunch (on your own). Then to bookend our time in Hawaii, we will way-find and navigate change during a trade-winds sail off the shores of Waikiki and Diamond Head. On return to the EWC, an informal Aloha Dinner will take place in Hale Halawai.

Thursday night (at 11:59pm) is the non-negotiable deadline for submitting your PAP (both sections on The Present, including all exercises and your answers to the reflective questions), as well as your Hawaii Report. See below for details.

Friday is departure day! Four weeks have passed in the blink of an eye. Starting at 7:45am, you will need to check out of Hale Manoa and weigh your luggage. Lori is ruthless with the weighing scales, so travel light (you will be moving around a lot in Taiwan, less is definitely more, and overweight baggage is very expensive). Our bus leaves for the airport at 9:00am sharp. See below for further details on departure.

The time has come to lift anchor, G6. We have patched our sails, caulked our hulls, and made a basket overflowing with provisions consisting of leadership theory and practice, regional content and knowledge, place-based leadership learning, and lessons experienced through the power of cohort learning.

Throughout the Honolulu residency portion of PILP, G6 has journeyed far, both to the interior of our own 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 towards positive change. 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 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 journey – far from it – but it is the end of the beginning. Next stop Taiwan. Exciting opportunities lie ahead.

Objectives

In Week Four, you will (among other things):

- Explore the relationship between power and peace
- Enhance your understanding of how Taiwanese history and relationships with China and the United States affect the Pacific
- Identify your core values (PAP)
- Develop awareness of regional issues through peer case studies
- Experience the historical site and collective memory of Pearl Harbor
- Improve your Mandarin skills
- Witness the power of leadership and the impact one person can make in the world
- Contemplate your applied leadership WSS project
- Encounter Guanyin (Bodhisattva) in the Art of Leadership
- Learn about EWC scholarships for PIs
- Sail off Waikiki and Diamond Head with the G6 *ohana*
- Bid a celebratory farewell to 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 here 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. Is your life in alignment with your core values? (PAP)
6. What is hope and why is it both powerful and dangerous?
7. What motivates and drives deep change?
8. Is impactful action the heart of leadership?
9. Why is Taiwan an influential foreign donor?
10. What is the historical relationship between Taiwan and 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 G6, the 'Field Study' in Taiwan?
13. What do you need to do now to prepare for departure to Taiwan?

Key Ideas and Words

Positive Peace

Global Peace Index

Human security

Power and trust

Conflict transformation

World War II

Public diplomacy

Taiwan

Resilience

Hope

Guests



Ann Hartman
Dean, Education Program

Education: M.A., International Education, University of Massachusetts, Amherst; B.A., Psychology, St. Olaf College, Minnesota, Teaching Certifications Grade 7-12, English as a Second Language and Social Studies

Area of Expertise: International education and training, building Asia Pacific regional knowledge and networks among students, young leaders and journalists, women's entrepreneurship and leadership development, Pakistan-US relations and media environment in Pakistan

Ms. Ann Hartman is Dean of the East-West Center Education Program. She provides overall leadership for the Center's graduate student programs, ensuring an enriching intellectual, social and cultural experience for students in residence at the EWC, a cooperative relationship with the University of Hawaii, and international partnerships with institutions across the Asia Pacific region.

Previously, she spent 15 years in the Seminars Program at the East-West Center, coordinating short-term professional development and exchange experiences for journalists, young leaders and women entrepreneurs. She led 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 built partnerships in and led visits to Cambodia, China, Indonesia, Korea, Japan, Vietnam, Philippines, Pakistan, Myanmar and India in Asia and Youngstown, Milwaukee, Austin, Seattle, Lowell, Boston, Miami and Washington, DC among other cities in the United States on topics such as climate change, innovation offshoring, health issues, the politics of globalization, the global economic crisis, Asia Pacific security and the U.S. role, the future of jobs, the South China Sea, and heritage preservation. From 2011-2014, she designed and led a Pakistan-U.S. Journalists Exchange, bridging gaps in understanding between the two countries through study tours and dialogue. From 2008-2017, she was the co-coordinator for the Changing Faces Women's Leadership Seminar, a training program for female innovator entrepreneurs. 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 2014 academic text *Women and Leadership Around the World*.

Ms. Hartman came to the East-West Center in 2002 from a career in teaching, training, and program administration. She was 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 teacher trainer in Multan, Pakistan (1990-1991) and Stara Zagora, Bulgaria (1991-1993).

Ms. Hartman received her master's degree in international 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.



Dewardric L. McNeal is a former Obama Administration appointee to the U.S. Department of Defense where he served in the Office of the Secretary of Defense for Policy working on East Asia and China security relations with the United States and its Asian allies. He was appointed by President Obama in May 2009 after serving on the 2008 Obama for America Campaign's Asia Advisor Team. Prior to joining the Obama Administration, he served as the Assistant Director for International Programs at the Brookings Institution's John L. Thornton China Center. He was instrumental in the

establishment of the Brookings Institution's first foreign joint research center, which is located in Beijing at the Tsinghua University's School of Public Policy.

After leaving the Obama Administration he turned his attention to the challenges and emerging opportunities in the Africa-China-US trade and economic relationship. Dewardric served on the senior management team at OIC International, an international development organization with offices and partnerships throughout sub-Saharan Africa. As Director of Global Strategy and Policy, he was the principal strategic advisor to the President and Chief Executive Officer at OIC International responsible for the organization's engagement and Africa growth strategy and advised the organization on policy and strategic matters. After leaving OIC International he founded Longview Global, LLC to advise corporations, organizations, and high-net worth individuals on a full range of policy and regulatory matters to include national security, economics and trade, and political affairs.

As the Managing Director and Senior Policy Analysts at Longview, Dewardric currently serves as an advisor to several companies in the United States, sub-Saharan Africa, and the Yangtze River Delta and Greater Bay Regions in China and serves as a foreign expert advisor to the Nanjing University's Center for Asia-Pacific Development Studies (CAPDS) on economic, security, and trade related matters.

Dewardric's early career included positions as the Special Assistant to the Director of Information at the Taipei Economic and Cultural Office (TECO) in Los Angeles and as an analyst in the Foreign Affairs, Defense, and Trade Division at the Congressional Research Service (CRS) during the 106th United States Congress, which took up the issue of granting permanent normal trade relations (PNTR) to China.

Dewardric has deep knowledge of global policy and political trends and an extensive network of relationships in Washington, Beijing, and other capitals throughout Asia, Europe, and Africa. Dewardric also appears frequently on a variety of global and national news networks and media platforms as a foreign affairs commentator providing his expert analysis on trade, national security, and foreign policy.

Case Study Experience #6: Peace & Power

Date: Wednesday, September 12, 8:00am-12:00pm

Site: World War II Valor in the Pacific National Monument (Pearl Harbor)

Synopsis: In this case study, Lance describes how Hawaii hosts many institutions and monuments that support reflection and negotiation on peace and power, while simultaneously struggling with its own traumatic past negotiation and attempted reconciliation. The full case study is published online ([here](#))

What's Going On?

According to long term trends, nations are no longer declaring war, colonial wars have tapered off, deaths from domestic violence are declining, and rates of physical and sexual abuse of children are slowing. The civilizing effects of institutions, combined with the spread of literacy, education, and public discourse, in addition to increased commerce, have all favored nonviolent inclinations, making this the era known as 'The Long Peace'.

What Action is Being Taken?

In the Pacific, The Long Peace is seeing traditional powers, including the United States, Australia, New Zealand and France, appear to recede in influence. In contrast, China is visibly involved through its Belt and Road Initiative, as well as other projects. However, some argue the 'world's guilty secret' is that it enjoys unseen, unknown, and free security and stability provided by Western powers, in particular the United States.

Where does Hawaii fit?

Today Hawaii hosts many institutions that facilitate reflection and dialogue on peace and power. For example, the [King Kamehameha V Judicial History Center of Hawaii](#) (JHC) and [Iolani Palace](#) engage the public in stories of Hawaii's past negotiation of peace and power. At the [East-West Center](#), established by the U.S. Congress in 1960, thousands focus on creating a more peaceful and prosperous region. Also on Oahu is [USINDOPACOM](#) and of course the famous [World War II Valor in the Pacific National Monument](#) at Pearl Harbor Naval Base, the most visited site of Hawaii's 9 million annual visitors.

Pearl Harbor

On December 7th, 1941, "a date which will live in infamy", hundreds of Japanese planes attacked Pearl Harbor and the island of Oahu. The devastating surprise attack killed 2,403 and wounded over 1,000. It also marked the United States' entrance into WWII. The Pacific War, a time of crisis and resilience, was launched here and ended in the Solomon Islands. Force and other types of political and militarized actions have connected the Pacific throughout the 20th century. As we visit Pearl Harbor this week, it is a good opportunity to pause and contemplate how strategic global interests influence Oceania economically, socially, politically and environmentally. At the same time, global leadership decisions can have a devastating impact at a local level on individual lives.

<http://www.pearlharborhistoricsites.org>

http://www.pacifichistoricparks.org/phh_park_info.php

<https://www.cnn.com/2016/12/27/politics/shinzo-abe-pearl-harbor-obama/index.html>

Peace One Day (Film)

September 21st is the official day of peace worldwide. We will screen the powerful documentary, *The Day After Peace*, in Hale Halawai on Wednesday, September 12th. This is a classic case study of Adaptive Leadership and how one individual – an unknown, unlikely leader – set out to persuade the world to commit to a day of global peace and non-violence. He took Won 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: <http://www.peaceoneday.org>

PILP G6 Toks: Peace & Power

Our Tok theme this week is 'Compassionate Leadership'. All leadership involves the exercise of power. Power is the bedrock of 'legitimate' authority, important for achieving goals, and takes many positive forms. But it can also be abused, especially over time in office. When leaders see their role as serving others, power is often handled responsibly, corruption avoided, and peace maintained. To balance power and promote peace, service, compassion and collaboration are essential leadership qualities. How can we build compassionate leadership to help our communities thrive?

This week the instructions to our Tok presenters are to share with us a story you've personally experienced where a leader chose to be compassionate for the common good. She or he handled power wisely, rejected corruption, avoided harm, and inspired others through service and invitational leadership. What can we learn from your story? How does it enhance our understanding of effective leadership? What concrete steps can we take to develop as leaders as a result?

https://www.ted.com/talks/frans_de_waal_the_surprising_science_of_alpha_males
https://www.ted.com/talks/andrew_solomon_love_no_matter_what

Taiwan Field Study Departure Logistics

Checking Out, Weighing Luggage, Airport Departure

- Checking out of Hale Manoa housing: everyone is required to check out of their dorm rooms on Friday, September 14th.
- Check-out at Hale Manoa front desk begins at 7:45am
- Keyfobs: Please return your EWC 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 Lori *before* you board the bus to the airport!
- Airport departure: The bus leaves from outside Imin Conference Center at 9:00am sharp. If you miss the airport shuttle bus, you are responsible for finding your own way to Honolulu Airport.
- FYI, Philippe and Lillian are leaving on an earlier flight, but will meet you in Narita.

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 or pay a very expensive overweight baggage fee. Please plan ahead.

Assignments (Important Deadlines)

- Submit your *Hawaii Report* to Philippe on Basecamp. Remember, the focus of this report is not what we have done in the past four weeks, but what you personally have learned and will apply back home.
- Update your *PAP master document* and finish all the exercises / reflective questions in the two sections we have covered so far: The Present (Parts 1 & 2). Submit to Philippe on Basecamp. PAP work will be ongoing in Taiwan.

Both assignments are due before **Thursday, September 13, 2018 at 11:59pm**. You are encouraged to submit all PILP assignments in advance of deadlines.

Resources for Week Four (All Optional)

Recommended Reading

- *Power and Love: The Theory and Practice of Social Change* by Adam Kahane. The two methods most frequently employed to solve our toughest social problems — either relying on violence and aggression or submitting to endless negotiation and compromise — are fundamentally flawed. This is because the seemingly contradictory drives behind these approaches — *power*, the desire to achieve one's purpose, and *love*, the urge to unite with others — are actually complementary. As Dr. Martin Luther King Jr. put it, "Power without love is reckless and abusive, and love without power is sentimental and anemic." But how do you combine them?
- *Global Peace Index (GPI) 2018: Measuring Peace in a Complex World*. Institute for Economics and Peace. The GPI measures the relative position of nations' and regions' peacefulness. It ranks 163 independent states and territories according to their levels of peacefulness:
<http://visionofhumanity.org/app/uploads/2018/06/Global-Peace-Index-2018-2.pdf>.
Read pages 6-7 ("Highlights"). Note: no PI country except PNG is included in the Index. However, see this recent (dense) report with a strong SDG 16 focus, "Measuring Peace in the Pacific":
https://reliefweb.int/sites/reliefweb.int/files/resources/Measuring_Peace_in_the_Pacific.pdf

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>

Reading

- "Five times the United States officially apologized", Smithsonian magazine:
<http://www.smithsonianmag.com/smart-news/five-times-united-states-officially-apologized-180959254/#67d1DyvuZHLR0b7T.99>

Calendar Week Four (September 10 – 14, 2018)

Peace & Power					
Monday, September 10	9:00-9:45	Introduction to the Week (Waka 4)	Koi	Waka 4 & LB	M
	10:00-12:15	Taiwan, China, Pacific & US (Part 1)	Koi	DL	M
	1:30-4:00	Personal Action Plans (The Present Part 2)	Koi	PL	M
	4:15	Tok Prep Meeting & Masterminds Dress-Rehearsal	Burns 2121	PL & G6	M
Tuesday, September 11	9:00-11:30	Taiwan, China, Pacific & US (Part 2)	Pacific	DL	M
	12:15-1:00	PI Scholarship Opportunities at the EWC (Ann Hartman & EWC/PILP alumni)	Burns 2063	LC	O
	1:30-2:00	Taiwan Business	Burns 2121	LC	M
	2:00-4:30	Waka 4 Masterminds: Peace and Power in the Pacific	Burns Hall Gallery Meeting Room	LB	M
	4:45	Tok Dress-Rehearsal	Burns 2121	PL & TOK Presenters	M
Wednesday, September 12	8:00-12:00	Case Study Experience 6: Peace and Power in Hawaii	World War II Valor in the Pacific National Monument	LB, PL & GA	M
	1:30-3:00	G6 Toks 3 & Week 4 Closing	Burns Shramm 4005	PL, AR, NB	M
	3:00-4:30	Mandarin Class for Taiwan	Burns 2121	Amy	M
	7:30-8:45	Film: Peace One Day	Hale Halawai	PL	M
Thursday, September 13	9:30-1:00	Art of Leadership	Honolulu Museum of Art	NB, PL	M
	1:00-2:30	Depart Museum for Waikiki (lunch on own)		PL & AR	M
	2:30-4:00	Trade Winds Sail off Waikiki	Waikiki	PL, AR & LC	M
	6:30-8:00	Aloha Dinner	Hale Halawai	G6	M

Friday, September 14	7:45	Check out of HM / Weigh luggage	HM Lobby	LC, AR & PL	M
	8:45	Gather in front of IMIN	Imin	LC, AR & PL	M
	9:00	Bus Departs from IMIN	Imin	LC, AR & PL	M
	11:55	Delta 9031 departs Honolulu (arrive Taipei 9:10pm on Saturday, Sept 17). Change terminals in Narita		PL & G6	

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



Bon voyage, G6 and good luck. We look forward to seeing you in Taiwan on the EWC Leadership Retreat in Yilan at the end of the Field Study.

Aloha,

Team PILP