
PILP

Week Three

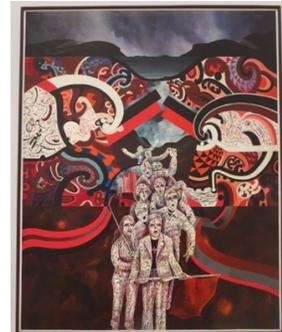
'Reconciliation & Difference'



EAST-WEST
CENTER

Synopsis

After Wayfinding (Week 1) and Climate & Adaptation (Week 2), this week we focus our attention on reconciling the past (inconvenient truths) and the future (imagining alternative and preferred futures). Closely linked to reconciliation is the question of difference. As a leader, how do you get the best out of people who are different from you? How do you learn to see the world through the eyes of others and respond with empathy, wisdom and emotional intelligence? In short, how do you lead diversity?



*Maori March,
Auckland Art Gallery*

Week Three Overview

There is a common temporal concept in Oceania that the future is located *behind us*. The future is what we leave for our children and therefore the past is in front of us: we walk into our pasts and our ancestor's footsteps. Imagining our 'futures' involves understanding, remembering, and sometimes reconciling the past. For leaders, this involves coming to terms with inconvenient and sometimes painful truths, while simultaneously activating generations of ancestral wisdom in order to create new and better futures.

Week Three deepens our engagement with two of the foundational 'Three Questions' of PILP: What types of action / leadership are required, and Where do you fit? Last week (Climate and Adaptation) we looked at Pacific futures, with a focus on climate mitigation and resilient communities (addressing the other core PILP question: What's going on?). This week we introduce the twin themes of Reconciliation and Difference: honoring our differences and making peace with the past as we build new futures, whether on individual, community or societal levels. What are unresolved truths for you as a leader, or for your country? What do you need to remember, resolve or reconcile to move forward? How can you carry the best of the past into the future? How can you activate difference for the benefit of others and for the common good? The model of Invitational Leadership will help us navigate and wayfind during this part of our voyage.

Different Together

Although it sounds paradoxical or counter-intuitive, a critical feature of globalization has been an increasing emphasis on difference. As the world has become smaller or 'flatter', and as regional and global cooperation has increased, difference has unexpectedly come to matter more not less – perhaps even more today in an era of populism and nationalism. In the best sense, people are proud of what makes them different or distinctive, and wish to articulate, celebrate and share this; but difference also leads to

challenges, including misunderstandings and conflict. Consequently, how leaders handle difference has become an important competency to develop. We call this 'Leading Diversity'.

On an individual level, we all perceive and interpret the world through 'filters' (or lenses), notably culture, generations (age), and personality, as well as race and ethnicity, gender, class, religion, and sexual orientation, among others. By examining these filters (we look in depth at personality this week), we enhance self-awareness about the ways we individually view the world, especially our biases, triggers, and blind spots. We also learn to see life from other people's point of view, a key step to developing empathy, getting the best out of others (Invitational Leadership), and finding ways to collaborate and build communities of informed, effective action.

The leadership challenge in diversity is to help people shift from being different *from* one another to being different *for* one another, and then to learn how to be different *together*. True diversity is being different for one another, by contributing authentically to a team, organization or community based on who you are. This involves bringing your whole self (wherever possible) and appreciating difference. At the East-West Center, we live and work in an intentionally diverse community. In fact, diversity is the bedrock of all our leadership programs, including PILP. The ongoing challenge is to build community at the local level (within G7 and on the EWC campus) as a stepping-stone and microcosm to building community at a regional level in Indo-Asia-Pacific and beyond. If we can do this successfully, we have taken a big step towards our goal of reconciling the past with the future and maximizing the potential of difference in the world.

Reconciliation

Reconciliation is the process by which we return to harmony after a conflict. Every person and every community experience the need for reconciliation. We each have conflict in our lives and understand the need to resolve it in ourselves and in our relationships in order to be healthy. But, as we all know, it's not easy. Whether between two family members or two nations, it takes commitment and skills to handle conflict. How we handle this is a demonstration of our leadership.

In Hawaii, reconciliation means different things to different people. For some, the term reconciliation conjures up ideas of US-Hawaiian relations and the need to openly discuss historical injustices. For others, it evokes the personal practice of making peace with those you feel have harmed you, as well as within yourself. Importantly, for organizations such as the <http://www.puafoundation.org>, the historical and the personal are tightly interwoven. To heal members of a community, you must reconcile with the difficult or unjust historical experiences of the whole community. This is done individually and collectively.

Reconciliation practices in Hawaii for individuals, families and communities take many forms. *Ho'oponopono* is a commonly known process of reconciliation that is regularly practiced up until today. It is done sitting together on the land. But some reconciliation takes place in water. The two most notable practices pre-Western contact are *kapu kai* and *pikai*. *Kapu kai* is the ceremonial bathing of one's self in the sea. This ceremony was done to purify the body and spirit of the individual, especially when an imbalance was present. This type of ritual was usually done in private, however it was not uncommon for a group of villagers or family members to perform *kapu kai* to bring harmony and peace into their *ahupua'a* (piece of land) and ultimately the world.

Week Three Detail

Monday is a federal holiday in the United States (although it is not a state holiday in Hawaii). The bad news is the EWC is closed and we have no classes! Stay strong, G7.

On **Tuesday morning**, Week Three launches in the Koi room with Bookends. Waka 3 are our hosts this week. Then, in a joint session with APLP G19, distinguished faculty, Keith Coats, will present a broad overview of the challenges and opportunities inherent in Leading Difference. We have a very short turnaround over lunch (30 minutes) – *plan ahead* – before leaving for Hawaii Youth Correctional Center to meet Warden Mark Kawika Patterson. Mark has been lauded for his visionary leadership and transformational work (see bio below) and we are privileged to be able to discuss Reconciliation and Difference with him. Waka 3 will lead a reflection on the experience to close the day.

On **Wednesday** morning, we focus on a specific aspect of difference – personality. Keith will lead an interactive leadership workshop on ‘The Enneagram’ and APLP G19 will join us again. The Enneagram is a personality tool linked to different leadership styles that will stretch your understanding and awareness of self and others. Personality is one of the key ‘filters’ (or lenses) through which we see and engage with the world. The Enneagram will help develop empathy, improve your leadership of diverse teams, help reconcile differences, and enhance awareness of why different people perceive the world differently. Keith will present the framework in the morning, then help you apply Enneagram insights to workplace teams in the afternoon.

Time is set aside for Tok 2 preparation and business meetings in the late afternoon. In the evening, we will watch ‘WhaleRider’, a powerful film from New Zealand about diversity and reconciliation, in Hale Halawai.

On Thursday morning, Keith will share his personal leadership story of growing up under apartheid in South Africa and the ‘Truth and Reconciliation’ that followed decades of racial discrimination on national and individual levels. This narrative is coupled with the powerful model of Invitational Leadership, embodied by Nelson Mandela. Afterwards, Dr. Tarcicius (Tara) Tabulatakala, Director, Center for Pacific Island Studies (CPIS), at the University of Hawaii, will provide commentary based on his experience of Truth and Reconciliation in the Solomon Islands. (Dr. Tara spoke at the G7 Welcome Ceremony.) The second Debate Panel will follow immediately afterwards, deepening the conversation further, and incorporating themes such as healing, punishment, forgiveness, reparations, and justice.

After lunch, we will walk to Puck’s Alley, a local neighborhood, to discuss Reconciliation and Difference with Keoni Lee, CEO of Hawaii Investment Ready, a social enterprise accelerator. We will learn about WaiWai Collective, a contemporary Hawaiian gathering space that is catalyzing a community and movement grounded in collective values and shared responsibilities. This is part of a foundational strategy to scale impact and mobilize systemic change in Hawaii. Waka 3 will lead a reflective debrief afterwards. On return to the EWC, Tok 2 presenters will hold a dress-rehearsal with Philippe.

On Thursday evening at 6:30 PM, a Talk Story is taking place downtown on the topic, “Does Hawaii welcome immigrants?”

The history of modern Hawai'i has been defined by immigration, from the Chinese, Japanese, Portuguese, and Puerto Ricans imported to work on 19th-century plantations, to the Filipino, Korean, and Micronesian migrants who make possible today's growing tourism and hospitality industry. Arrivals from around the world have shaped and reshaped the islands' economy and culture, and made Hawai'i a global crossroads. But some arrivals have faced ostracism and discrimination. To what extent does contemporary Hawai'i embrace its immigrant past and present? Have Hawai'i residents generally been welcoming to newcomers? And what part will immigration play as the state struggles with inequality in a changing world? Former Hawai'i attorney general Doug Chin, Yale University historian Gary Okihiro, former Pacific Gateway Center deputy director Terrina Wong, and immigration attorney Clare Hanusz visit Zócalo to discuss the role that immigration has played in the past, present, and future of Hawai'i.

In the spirit of our Reconciliation and Difference week, the event is being run by Zócalo Public Square, which connects people to ideas and to each other by examining essential questions in an accessible, broad-minded, and democratic spirit. "At a time in the U.S. when our public sphere and our global digital conversation have become ever more polarized and segregated, Zócalo seeks to create a welcoming intellectual space and engage a new and diverse generation in the public square."

A group of APLP G19 will attend the Talk Story. If you would like to go (this is optional), you must register in advance here, where you will find further details as well: <https://www.eventbrite.com/e/does-hawaii-welcome-immigrants-registration-66925442801>

Friday morning begins with PILP Toks. In line with this week's theme of Reconciliation and Difference, our chosen topic is 'The Other in You'. See PILP Toks below for details. For the presenters, this is an invitation to share with G7 lessons from the past (life and leadership) that have helped you prepare for the future, as well as insights gleaned from successful reconciliations. This week's Look Back (Closing Panel) follows the Toks, along with a Preview of Week 4, our final week in Hawaii. In the afternoon, we change direction in Personal Action Plans and examine The Past. What futures does your past make possible? The week ends with Wellness in the form of (optional) Yoga in Friendship Circle.

Over the **Weekend**, two optional events are taking place. On Saturday, a Hawaii Government 'Hackathon' kicks off, focused on sustainability, in the Hawaii State Capitol Auditorium (<http://hacc.hawaii.gov>). If you are interested in attending, see Lance Boyd.

On Sunday, Philippe will lead a facilitated tour of Pearl Harbor – World War II Valor in the Pacific National Monument. Sign up if you would like to attend. For further details see below under Case Study Experience #2.

Objectives

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

- Develop frameworks to lead diversity and identify personal 'filters' or lenses to enhance self-awareness
- Activate the PILP framework: different *from* → to different *for* → different *together*
- Reframe 'prison' as a sanctuary for healing, forgiveness and transformation
- Learn how to apply the Enneagram approach to personality and leadership
- Unite the past and future through models of truth and reconciliation applied to the Pacific

- Debate healing, punishment, forgiveness, reparations, and justice and discuss ways to reconcile differences and build bridges together
- Apply Invitational Leadership to help bring out the best in others
- Join a contemporary Hawaiian gathering space grounded in collective values and shared responsibilities
- Continue leadership coaching with Keith Coats
- Practice asking thoughtful questions in PILP Toks
- Continue Personal Action Plan work by mapping the past
- Deepen bonds and network with our cousins, APLP G19

Key Questions

1. What is the most inconvenient truth in your country? In your life?
2. What does reconciliation look like? Can you 'see' it, or must you feel it?
3. How can you build bridges at home, at work and in your community?
4. What is transformational leadership? Can you learn to be a visionary leader?
5. How can you enhance your capacity to be an invitational leader? How will you invite the best out of others in G7?
6. What are traditional cultural approaches to conflict resolution back home? How effective are they and why?
7. What action steps can you take to lead diversity more effectively in the future?
8. What are the dominant 'filters' (or lenses) through which you perceive and interpret the world? How do they affect your leadership of self and others?
9. What would it take to end gender inequality? How would humanity benefit?
10. How can you use the Enneagram (personality tool) in your workplace to help your team?
11. What does inclusivity mean to you?
12. What futures does your past make possible?
13. Who is the self that leads?

Key Ideas and Words

Inconvenient truth

Reconciliation

Forgiveness

Healing

Punishment

Reparations

Justice

Invitational Leadership

Diversity

Different from-for-together

Filters

Gender equality

Enneagram

Transformation

Visionary leadership

'Servant Leadership'

Co-working space

Case Study Experience #1

Reconciliation and Difference in Hawaii

Date: Tuesday, October 15 from 1:00-5:00 PM
Site: Hawaii Youth Correctional Center (HYCC)

In Hawaii's prisons, there are a significantly higher number of Native Hawaiians than within the state's population. In the women's prison for example, Native Hawaiians comprise 43% of the prison population despite being only 10% of the state's population.

To Warden Mark Patterson, looking to the past and the practices of his Native Hawaiian ancestors is a source of inspiration for changing this startling statistic. For Mark, reconciliation starts with forgiveness and turning prisons into places of healing.

We will visit Mark at his new assignment, the Hawaii Youth Correctional Center, to hear how he is attempting to close the youth prison and transform the facility into a farm and ranch. Mark's previous work at Hawaii's women's prison was recognized by the [U.S. Department of Justice](#) and The New York Times as a 'model for the nation'. Will his work at Hawaii's Youth Prison yield the same amazing results?

Case Bio

Mark Kawika Patterson
Warden, Hawaii Youth Correctional Center (HYCC)



Recognizing that most inmates are trauma survivors and many common prison routines can re-traumatize inmates, the Hawaii Youth Correctional Center (HYCC) and Women's Community Correctional Center of Hawaii, under the leadership of Warden Mark Kawika Patterson, works to create "a place of healing and forgiveness" through its Trauma-Informed Care Initiative (TICI). Mark Patterson's vision is to create a Puuhonua – a sanctuary, a place of healing and transformation. His strategy includes taking a community-building approach through partnership formation that will have a transforming systemic effect on the Criminal Justice System, utilizing mind, body, spirit and place-perspective, and incorporating a trauma informed system of care framework.

With over 30 years of public safety experience in both Hawaii and Nevada, Mark Patterson's career began as an adult corrections officer. He has been a Warden for the past seven years. Mark was raised on the island of Oahu in Waianae. He is a graduate of Kamehameha Schools, attended New Mexico Military Institute, and holds a degree in criminology from Florida State University.

Upon his appointment to Hawaii's Correctional System Oversight Commission (July 5, 2019), Office of Hawaiian Affairs (OHA) Chair, Colette Machado, said:

Kawika Patterson is a visionary who has worked from the bottom to the top of nearly every correctional facility in the state. He spearheaded extensive reforms at the Women's Community Correctional Center and the Hawai'i Youth Correctional Facility. He has completely shifted how we as community rehabilitate our female and youth pa'ahao and turn them into positive contributors to our society. There is no one more qualified in terms of professional experience, commitment and a sense of personal kuleana to have a seat on the commission. I mahalo Kawika for accepting this huge responsibility.

National Institute of Corrections: Creating a Place of Healing and Forgiveness
<https://nicic.gov/creating-place-healing-and-forgiveness-trauma-informed-care-initiative-women's-community>

Case Logistics: Passport required. Closed shoes (no sandals/slippers), pants/trousers (no shorts). No large bags, laptops or valuables.

2018 PILP G6 Reconciliation and Difference Case Studies

- **Reconciliation and Difference in Bougainville**
Margaret's case study: "Bougainville's Dance of Change: From Civil War, Peace and Reconciliation, to Peace-Building" published [here](#)
- **Reconciliation and Difference in PNG**
Lillian's case study: "Reconciliation and Difference: Open Government Partnership" (Papua New Guinea) published [here](#)

Case Objectives

Our broader purpose this week is to experience and enhance our understanding of the diversity of reconciliation practices in Hawaii and the Pacific. Together we can see the differences and similarities in our approaches. What does this tell us about other Pacific communities and the blue continent as a whole? What can be learned and taken into our own reconciliation toolkit for application back home? How can pan-Pacific sharing of diversity and reconciliation practices enhance future endeavors together at the individual, community, and regional levels?

Key Questions

- What are root causes of social problems such as drug use, domestic violence, incest, homelessness?
- What types of trauma can affect a community?
- What are some of the long-term impacts of trauma on a community?
- What strategies can leaders use to address root causes of social problems such as past trauma?
- How are women/men differently impacted by social problems and how should they be treated?

For a wider discussion of Hawaii's efforts to reconcile 'individual optimism' with 'social pessimism' and creatively experiment with interventions to long-standing, unaddressed problems, see the full case study [here](#).

Oli Hi'uwai – Oli Ho'ola by Kumu Keala Ching, published in *Ke Ola*

He wai ua, ua ka ua	Indeed rain upon the land
Ua iho mai ka wai ola	Rain becomes water of life
Ola a'e ka wai Lono	The living waters of Lono
Ho'olono ka leo	Hear the voices
Leo o nā kūpuna	Voices of the ancestors
Puna wai a Kāne ēKāne ā ka wai	The springs of KāneKāne of the water
Kanaloa ā ke kai	Kanaloa of the sea
Kai ola kino	Sea living body
Wai ola kino	Water living body
Noke mau ke ola	To preserve the life
Ola ma'ema'e	A life once pure
Ma'ema'e ke kino	Cleanse the body
Kino iho nō	Here our body
Ihola ka pono 'ole	Release the wrong
'Ole ho'i mai	Never to return
Kau mai ke ola	Place the life
Ola ā Kū ma'e ēHo'i ola a'e ka wai Lono	Our pure life The living waters of Lono
Ho'olono ka leo	Hear the voices
Loe o nā Kūpuna	Voices of the ancestors
Puna wai ā Kāne	The springs of Kāne
He wai ua, ua ka ua	Indeed rain upon the land
Ua iho mai ka wai ola ēEō ka wai ola, ola	Rain becomes water of life Rejoice the
wai iwi	waters of life, ancient waters
Nā wai iwi ola o ke ala kū kapu	Livings waters of the sacred pathway
Kapu malu iā Keala ēE Ola	Sacred protection of Keala Let it live!
He ola ka wai, he wai ke ola!	Water is life, life is water!
Ua iho mai 'o Lono	As rain falls upon the land, it is identified
	as Lono.
i ka punawai o uka 'o Kāne,	On the mountains are freshwater ponds
	and the water within the ponds is
	identified as Kāne.
kahe wai i kai ala 'o Kanaloa,	Water flows towards the sea and the sea
	is identified as Kanaloa.
pā maila ka lā i kai, ola he eā i ke ao 'o Kū.	The sun heats the sea and evaporated
	gases are the clouds and the actions of
	the evaporated gases are identified as
	Kū.
'O ia nō ke ola o ka wai, ke ola o ke ola	Here is the life of the water connected to
kino kānaka.	the life of a living individual.
E ola!	Let it live!

Case Study Experience #2: Power-Peace-Security-Opportunity

Date: Sunday, October 20, depart EWC at 7:30 AM (*Optional / Sign-up*)

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

Activity: Tour facilitated by PILP staff

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. For those who sign up to 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>

Hawaii

Synopsis: In this case study, Lance Boyd describes how Hawaii hosts many institutions and monuments that support reflection and negotiation on our themes of Power-Peace-Security-Opportunity, while simultaneously struggling with its own traumatic past negotiation and attempted reconciliation. The 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 Power and Opportunity. For example, the [King Kamehameha V Judicial History Center of Hawaii](#) (JHC) and [Iolani Palace](#) (which we visited in Week 1) engage the public in stories of Hawaii’s past negotiation of power, peace, and opportunity. 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 nine million annual visitors.

PILP Toks Week 3: 'The Other in You'

Increasingly, we live and work with people who are different from ourselves. As a result, learning to lead diversity has become a key leadership skill of the 21st century. In PILP, we talk about the shift from being different 'from' to different 'for' to different 'together'. This model is grounded in the belief that we learn more from differences than from similarities. But in order to belong and contribute, we need to grow and develop the bonds and similarities that we find around us in our communities. Sometimes this means we have to put aside elements that are unique to ourselves in order to fit into the group and promote collective harmony and wellbeing.

Share with us a past experience, a situation or a story where you put aside this 'other in you' or the opposite, where a unique difference of yours was a key element for your community.

- The biology of gender from DNA to the brain | Karissa Sanbonmatsu | TEDWomen 2018:
https://www.ted.com/talks/karissa_sanbonmatsu_the_biology_of_gender_from_dna_to_the_brain
- Who am I? Think again | Hetain Patel | TED Talk:
https://www.ted.com/talks/hetain_patel_who_am_i_think_again
- PILP G5 Tok | Cathy Hite | The Unseen Guests:
<https://www.youtube.com/watch?v=kgGp72bWzpQ&list=PLQFJGk2Ep01RXhKjpDVkjuN0ipGbSqhAn&index=5&t=1s>

Week 3 Assignments

Plan ahead:

- **MLP:** Update (your) My Leadership Philosophy: simple, clear, concise statements about leadership that you believe to be true in bullet form – maximum 20. Your MLP is due for submission on Monday, **October 21** by 7:00 PM.
- **Personal Action Plans:** Make sure you have finished and written up all of The Present (Part 1 and Part 2), before we explore The Past this week. Then, after class on Friday afternoon, finish writing up all the activity and reflection assignments for The Past. The deadline to submit your PAP is Monday, **October 21** at 7:00 PM (Week 4). Everything should be compiled into a master document, which then forms your PAP. See Philippe if you have questions.
- **Hawaii Report:** Keep working on your Hawaii Report (due for submission on Thursday, **October 24** by 7:00 PM)

G7 Resources for Week Three (All Optional)

Recommended Readings (available on Basecamp)

- "West Papua's road to 'independence', following the Timorese lead?", David Robie, 08/24/19, in Asia Pacific Report – AUT's Pacific Media Center:
<https://asiapacificreport.nz/2019/08/24/west-papuas-road-to-independence-following-the-timorese-lead/>
- "PNG: making sense of a massacre", Watna Mori, 08/06/2019, in Lowly institute online: <https://www.lowlyinstitute.org/the-interpretor/png-making-sense-massacre>

- “Pacific courts need more women judges”, Anna Dziedzic, 08/15/19, in Lowly institute online: <https://www.lowyinstitute.org/the-interpreter/pacific-courts-need-more-women-judges>
- “Bougainville, a nation in waiting?”, Ben Bohane, 08/22/19, in Lowly institute online: <https://www.lowyinstitute.org/the-interpreter/bougainville-nation-waiting>
- “Aboriginal colonial history and the (un)happy object of reconciliation”, Jane Palmer & Celmera Pocock, 04/14/19, Cultural Studies

Video Resources

- “Mana: the power in knowing who you are”, Tame Iti, TEDxAuckland, 06/17/15, https://www.youtube.com/watch?v=qeK3SkxrZRI&list=FL2_8qlbp3XVmGtJlo75UOBQ&index=12&t=0s
- “MySon”, Germain Lalot, 2016, <https://vimeo.com/192756025>
- “It’s officially known as Runit Dome. Locals call it “The Tomb””, GroundTruth, 2015, <https://vimeo.com/132561098>

Leading Diversity – Lenses/Filters

- **On Difference:** Peter Hershock (EWC researcher / philosopher), Introduction and Chapters 1 & 2 from his book, *Valuing Diversity* (2012). Also, Stuart Hall, ‘Living with Difference’ (2007). This is an excellent interview with a renowned thought leader.
- **On Personality:** Keith Coats, ‘The Enneagram’. Handouts will be provided in class on personality types and leadership styles with recommended readings.
- **On Generations (Age):** Graeme Codrington and Sue Grant-Marshall, *Mind The Gap* (2nd edition, 2011).
- **On Race and Ethnicity:** Listen to President Obama’s watershed speech in 2008. The New York Times has video (38 minutes) and text side-by-side: http://www.nytimes.com/interactive/2008/03/18/us/politics/20080318_OBAMA_GRAPHIC.html
- Two recommended readings on race in the United States are the beginning of an *Invisible Man* by Ralph Ellison, and Martin Luther King, Jr.’s ‘Letter from Birmingham Jail’.
- **On Gender:** A recommended reading is the ‘Introduction’ to the book, *The Difference ‘Difference’ Makes: Women and Leadership* by Deborah L. Rhode. Also, ‘A Startling Change’: The Admission of Women to Emmanuel College” [Cambridge University] is an interesting case-study of how change happens over time, especially resistance to what later seems self-evident: in this case, equal opportunities for women in higher education. The list of reasons offered by those in power for not accepting women into university is particularly enlightening.
- **On Language:** “Speaking in Tongues” by Zadie Smith. An insightful lecture published in The New York Review of Books, February 26, 2009. <http://www.nybooks.com/articles/archives/2009/feb/26/speaking-in-tongues-2/?pagination=false&printpage=true>
- **On Intelligence:** Howard Gardner, ‘Multiple Lenses on the Mind’ (2005). Classic article on different types of intelligence.
- **On Culture and Indigenous Knowledge:** Linda Sue Warner and Keith Grint, ‘American Indian Ways of Knowing’ (2006).

Guests



Keith Coats

In his second and final week with us, PILP mentor and guest faculty, Keith Coats, will continue to share his leadership knowledge and expertise, and provide leadership coaching.

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'. Nineteen years later, the company has achieved worldwide recognition and success. Keith has worked with the East-West Center's Leadership Program annually since 2002 and has played an integral role in program design, development and delivery. To maximize his time with us, Keith will continue to stay in Hale Manoa and work with you outside class in individual (or small group) coaching sessions focused on leadership and personal development. Please contact Keith directly via email or in person to arrange a time.

Website: <http://www.tomorrowtodayglobal.com> / Email: keith@tomorrowtodayglobal.com

Leadership Coaching with Keith Coats

Individual or small group coaching with Keith Coats will continue to be offered this week on an optional basis. Coaching is a valuable opportunity for leadership and professional development growth. It consists of informal conversations. Please make an appointment outside classes/program activities. Contact Keith directly in person or via mail.

Prior to meeting Keith for coaching, please think about the following questions.

1. What is the leadership question or personal leadership challenge you are facing which you would like to discuss? It can be a small or large issue. For example, it might relate to an aspect of your own personal leadership development with which you are struggling.
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?



Keoni Lee
CEO, Hawaii Investment Ready
WaiWai Collective – coworking space, Honolulu

Keoni is the chief executive officer of Hawaii Investment Ready, a social enterprise accelerator focused on building capacity in the impact sector. He brings to this role a wealth of impact entrepreneurship experience as a founder of two successful social enterprises. 'Ōiwi TV is an independent media production company that leverages the power of media to reshape the narratives of the modern Hawaiian experience as a strategy for social justice and cultural revitalization. Waiwai Collective is a contemporary Hawaiian gathering space that is catalyzing a community and movement grounded in collective values and shared responsibilities as a foundational strategy to scale impact and mobilize systemic change in Hawaii.

Keoni received his bachelor's degree in business management from Oregon State University and his master's in business administration from the Shidler College of Business at the University of Hawaii. He is active in the broader community and is committed to his belief in 'servant leadership'. Keoni volunteers his time on numerous nonprofit boards that focus on impact in education and local food production, and also coaches his son's soccer team.

Calendar: Week Three (October 14 – October 18, 2019)

Week Three: Reconciliation & Difference				
Monday, October 14		Federal Holiday (EWC closed)		
Tuesday, October 15	9:00-9:30	Introduction to Week 3 / Bookends	Koi	LB & Team PILP
	9:30-10:00	Coffee & Conversation with APLP	Koi	PILP G7 & APLP G19
	10:00-12:30	Leading Difference (with APLP)	Koi	KC & NB
	1:00-3:30	Leading Reconciliation and Difference in Hawaii with Warden Mark Kawika Patterson	HYCC (off-campus)	LB
	3:30-4:00	Reflection by Waka 3: Reconciliation and Difference Leadership in Hawaii	HYCC	Waka 3 & LB
	4:30	Meeting Time: G7 Toks (Tok 2 Presenters with PL)	Burns 2063	PL
Wednesday, October 16	9:00-12:00	Personality and Difference: The Enneagram (with APLP)	Koi	KC & NB
	1:30-3:00	Enneagram Application (with APLP)	Koi	KC & NB
	7:00-9:00	Pacific Film (WhaleRider)	Hale Halawai	PL
Thursday, October 17	8:30-11:00	Truth & Reconciliation / Invitational Leadership: A South Africa Story	Koi	KC
	11:00-12:00	Panel Debate 2: Reconciliation and Difference (Healing, Punishment, Forgiveness, Reparations, Justice)	Koi	LB
	1:00-3:30	Leading Reconciliation and Difference with Keoni Lee of Hawaii Investment Ready	Waiwai co-working space	LB
	3:30-4:00	Reflection by Waka 3: Reconciliation and Difference Leadership in Hawaii	Waiwai co-working space	Waka 3 & LB

Thursday, October 17 (continued)	4:15	Meeting Time: G7 Tok Dress-Rehearsal (Tok 2 Presenters with PL)	Burns 2063	PL
	6:30-8:30 PM	Talk Story: Does Hawaii Welcome Immigrants? (<i>Optional</i> : register in advance. See Thursday 'Detail' above.)	Artistry Honolulu (downtown)	
Friday, October 18	9:00-10:45	PILP Toks (2)	Koi	PL
	10:45-12:00	Look Back (Closing Panel), Taiwan Business, Week 4 Preview	Koi	PL & NB
	1:30-4:00	Personal Action Plans: The Past	Koi	PL & NB
	5:00-6:00	Yoga (<i>Optional</i>)	Friendship Circle	Yoga Mana
Saturday, October 19	9:00-12:00	Hawaii Gov Hackathon Kick-Off Day - Sustainability Goals (<i>Optional / Sign up</i>)	Hawaii State Capitol Auditorium	LB
Sunday, October 20	7:30 AM	World War II Valor in the Pacific National Monument - Pearl Harbor Tour (<i>Optional / Sign up</i>)	Pearl Harbor	PL



Reconciling futures in Timor-Leste (courtesy of Unicef)