



## JAIMS Students, Staff, and Friends Prepare Socks for Japan

### Inside

**2**

Message from JAIMS President Ikujiro Nonaka

Nonaka, Odo, and Zhu Participate in Philosopher's Conference

**3**

Remembering Former JAIMS VP Makoto Takenaka

Nonaka Co-authors Harvard Business Review Article

**4**

Congratulations to JEMBA 2009-2011

JEMBA Speech Winner Admires Japan's Resiliency

**5**

JAIMS Rental Partners

Corporate Training at JAIMS

Mahalo to Advancement Fund Donors

**6**

JAIMS Alumni Bulletin

**8**

In Memoriam: Fermin Taruc

In addition to making individual monetary donations to aid relief efforts in Japan, JAIMS students, staff, and friends gathered new socks and enclosed personal words of encouragement to earthquake and tsunami survivors.

Over 200 pairs of socks were collected by Office Manager Lori Nakano, including about 100 from the faculty at the Queen Kaahumanu Elementary School in Honolulu, where a former JAIMS staff member, Kelli (Hirata) Isobe teaches kindergarten. Students of the East-West Knowledge Leaders Program presented the socks to the Hawaii Japan Exchange and Teaching Alumni Association (JETAA), which shipped the socks to Japan.

The Socks for Japan project, led by Jason Kelly ([jasonkelly.com/helpjapan](http://jasonkelly.com/helpjapan)), delivered new pairs of socks with a note of encouragement, a photo, or a drawing to hard-hit areas.



*Left: EWKLP students Truong Hoang, Naoshi Uchida, Eun Nam-koong, Masanori Fujita, and Tetsuro Sato give collected socks to Hawaii JETAA volunteer Susan Amine (third from left). Below: Donated socks.*



Excellence in Knowledge Leadership



[www.jaims.org](http://www.jaims.org)

JAIMS is a nonprofit postgraduate institution that provides intercultural management education and executive development. JAIMS was founded in 1972 by Fujitsu Limited.

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## A Message from JAIMS President Ikujiro Nonaka

Dear members of the JAIMS Ohana,

The March 11 earthquake and tsunami disaster in Japan reminded many of us of the uncertainties of life. Some of our EWKLPs from Japan who were scheduled to be in Honolulu to begin their one month Increasing Competencies for International Communication (ICIC) Program on March 14 were uncertain about arriving at JAIMS on time. Fortunately, they arrived safely but with concerns about being in Hawaii while leaving family, friends, and colleagues to deal with the tragedies and challenges of the aftermath.

Our 10 JEMBAs were just completing the 7th week of their 12-week internship in Tokyo and had to deal with the consequences of the disaster. We extend our appreciation to their internship mentors for their support and care of the JEMBAs during this period.

The unique JAIMS *ba* that expands with each new class of the EWKLP and the JEMBA resulted in alumni reaching out to each other with words of encouragement and support. This JAIMS network of human touch gives strength to the entire JAIMS ohana.

We advocate phronetic leadership for the common good among our students, and the importance and necessity for this kind of leadership for the 21st century is increasingly reaffirmed not only in business but also in our daily lives.

Aloha,

Ikujiro Nonaka, Ph.D.



## Nonaka, Odo, and Zhu Participate in Philosopher's Conference

In May, JAIMS President Ikujiro Nonaka presented a paper on "Distributed Phronesis" at the Tenth East-West Philosophers' Conference held at the East-West Center on the University of Hawai'i campus. He was joined by Professor Zhichang Zhu of the University of Hull Business School in the UK. Zhu, who also teaches in the JAIMS East-West Knowledge Leaders Program, presented a paper on "Confucius, the Firm and Strategy." Blair M.T. Odo, Executive Vice President and Chief Operating Officer, moderated the session.

The conference brought together philosophers from different cultures and with different perspectives to reflect upon a productive and sustainable relationship between economics and ethics.

The conference's theme, "Value and Values: Economics and Justice in an Age of Global Interdependence," provided a timely focus as Hawaii prepares to host the Asia-Pacific Economic Cooperation (APEC) Leaders Meeting in November 2011 -- an international gathering expected to attract over 10,000 participants from the Asia-Pacific region to Hawaii.

## Remembering Former JAIMS VP Makoto Takenaka

**F**ormer JAIMS Vice President for Administration Makoto Takenaka passed away in Japan in April after a year-long bout with pancreatic cancer. He was 60.

Takenaka served as VP for Administration from January 1995 to April 1999. Coincidentally, he was assigned to JAIMS by Taketsune Watanabe, former Fujitsu executive, who was instrumental in building JAIMS in the early 1970s.

Takenaka is remembered as the person most influential in obtaining approval to transform the JAIMS library into a more modern learning resources center, now called the Takuma Yamamoto e-Learning Center. This was a challenging undertaking given budget limitations and Fujitsu's approval process.

Staff members fondly remember Takenaka as a kind and humble person of great strength and discipline who cared deeply about JAIMS.

“(Takenaka) was so well-respected because he did the right things at the right time – what JAIMS President Nonaka calls ‘practical wisdom,’” said Dori Fujimori, Director of Educational Programs. “(Takenaka) had no sense of entitlement simply because he was an executive. Instead, he was firm, and he held us to high standards, but he was always there with his sleeves rolled up, making meaningful contributions.”

Former JAIMS staff member and Fujitsu assignee Makoto Sagawa recalled, “(His) manner was always so reassuring, making all of us think ‘Yes, we can.’”



*Takenaka*

### Leadership Award Established in Takenaka's Honor

**T**hrough generous donations by family and friends of former JAIMS Vice President for Administration Makoto Takenaka, JAIMS has established the *Makoto Takenaka Spirit of Leadership Award*. This award recognizes an EWKLP student from Japan each term for his/her “respected and effective leadership with sincerity, compassion, selflessness that bridges cultural differences” during his/her attendance as a student of JAIMS.

“We consider JAIMS to be a living laboratory of our global world because as a staff -- with Americans and non-Americans who work closely with international students -- we experience the same cross-cultural challenges that we teach about,” said Dori Fujimori, Director of Educational Programs.

“As an overseas executive, Makoto was a cross-cultural exemplar,” Fujimori said. “He was a selfless advocate for JAIMS, was very thoughtful and well-respected by everyone, and was focused on bringing out the best in others all the while getting the job done. He had a compassionate, generous spirit that helped to bridge cultural differences.”

Candidates will be nominated and winners selected by a committee. Winners will receive their name on a perpetual plaque with a small cash award.

Donations to this Award or to the Knowledge Leaders Advancement Fund can be made at this site: [www.jaims.org/advancement\\_fund.html](http://www.jaims.org/advancement_fund.html).

## Nonaka Co-authors Harvard Business Review Article on “The Wise Leader”

**J**AIMS President Ikujiro Nonaka recently co-authored a leadership article for the *Harvard Business Review* (May 2011) on “The Big Idea: The Wise Leader.”

In the article, Nonaka and Hirotaka Takeuchi suggest that practical wisdom can help leaders judge and act amid constant flux in a manner that serves both their companies and society. While aimed at CEOs, the article is also relevant to leaders at all levels of an innovative organization.

The wise leader is a phronetic leader, they write, who possesses six abilities: The ability to 1) judge goodness based on the common good, 2) grasp the essence of a situation,

3) create shared contexts or *ba*, 4) communicate the essence, 5) exercise political power, and 6) foster practical wisdom in others. Article reprints are available for purchase at [www.hbr.org](http://www.hbr.org).

Takeuchi is a professor at Harvard Business School and is the former Dean of the Graduate School of International Corporate Strategy (ICS) at Hitotsubashi University. Nonaka and Takeuchi co-authored *The Knowledge-Creating Company* (Oxford, 1995). Nonaka along with co-authors Ryoko Toyama (who teaches in the EWKLP) and Toru Hirata wrote *Managing Flow* (Palgrave Macmillan, 2008).



# Congratulations to JEMBA 2009-2011

Graduates of the Japan-focused MBA (JEMBA) 2009-2011 class celebrated their graduation at a mahalo dinner at the Josui Kaikan in Japan on April 12. Also in attendance were internship mentors and staff, JAISMS alumni, JAISMS EVP/COO Blair Odo, University of Hawaii Shidler College of Business Professor Jack Suyderhoud, and JAISMS Japan Promotion Division staff.

A special thank you to the internship organizations for hosting the JEMBA students during their 3-month internship, particularly during the period of disruption caused by the earthquake and its aftermath.

Congratulations to the following JEMBA graduates who received special awards and honors:

- Beta Gamma Sigma Society Members – William Coremin and Kesson Yamamoto
- The Heath A. Barlow Scholarship and Award – William Coremin
- The Norman Weissman Scholarship for International Internships - William Coremin
- Senator Francis A. Wong Leadership Award – Kesson Yamamoto



JEMBA graduates with Blair Odo (left) and Jack Suyderhoud (right)

- JEMBA Speech Competition President's Language Award – Ashley Wilson
- JEMBA Speech Competition Class Level Awards – John Chilcott (Beginning), Hwasuk Jung (High-Intermediate/Intermediate), and Kesson Yamamoto (Advanced)

## JEMBA Speech Winner Admires Japan's Resiliency

*Editor's note: Ashley Wilson is the winner of the President's Language Award of the JEMBA Speech Competition, and she was given the honor of delivering the student address in Japanese at the JEMBA mahalo dinner (held in lieu of the commencement in Japan). Below is an excerpt of her speech, which is translated here in English. At the time of the Sendai earthquake, she was interning in Tokyo.*



I'd like to talk briefly about the recent events in Japan. This speech was difficult for me to write. Not only because the ground was shaking intermittently from aftershocks, but because as I nervously waited to see how events would unfold, I found it hard to concentrate on our graduation and the end of our internships, and nearly impossible to write a light speech given the current situation. I found myself glued to the TV, watching the news with shock and disappointment, seeing what has happened to this country. People's lives have been drastically altered, even ended short, by this unfortunate series of events.

However, in this tragic time, I found myself understanding and appreciating the Japanese culture more deeply than ever before. In rough times, people in Japan really come together and help each other. From donations, to rebuilding projects already underway, to continued news coverage showing appreciation for the support and assistance received from other countries, Japan is truly a united, strong, and resilient nation. No other country in the world would

be able to pull together like Japan, while at the same time remaining calm and working so hard to get things back on track.

My classmate Aki (Sakamoto) showed me a video of an elderly man being rescued that brought tears to my eyes. He and two others were trapped on the third floor of a building for three days after Friday's quake and tsunami. The first and second floors of the building were destroyed. As he was being rescued and was finally able to leave the damaged building after three days, you could see a smile on his face. The news reporter asked if he would be alright given what had happened. The old man laughed. He said he'd be fine. He said he survived the last time, the Chilean tsunami of 1960. He then turned to the camera, still smiling, and said, "また、再建しましょう!" After being trapped in a building for three days, immediately following his rescue, he was able to think about the country first and inspire others to help rebuild. His dedication and determination are inspiring, and people like him are everywhere in Japan. Because of its people, Japan will overcome the devastation and will be even stronger than before.

I'm not from Japan, nor am I Japanese, but I feel like Japan is my second home. And I have never been prouder of Japan and the people here. In the wake of this tragedy, people are not worried; they are resilient. People are not panicking; they are calm and respectful. And people do not feel alone; they know they can count on each other. The strength and unity present in Japan are truly unique. You can't learn about this from a textbook; you have to experience it to understand it. I know it's something I will never forget.

## Hawaii Popsicle-Maker and Top U.S. University Among JAIMS Rental Partners

Local businesses and organizations have long rented the JAIMS facilities for single-day events such as meetings, retreats, and other gatherings. In recent years, JAIMS has established long-term rental partnerships with the University of Southern California Rossier School of Education and, local gourmet popsicle maker, OnoPops.

The University of Southern California Rossier School of Education began holding classes of its Doctor of Education (Ed.D.) in Educational Leadership program at JAIMS in March 2004. Designed for educational practitioners, the program is typically held on Friday evenings and all day Saturday on alternate weekends. USC professors travel to Hawaii to teach and advise dissertation groups. The program



*OnoPops Owners Josh Lanthier-Welch (left) and Joe Welch*

uses the second-floor classrooms at JAIMS.

Also, for the past year, the kitchen at JAIMS has been the manufacturing “home” for OnoPops, a rapidly growing company that specializes in fresh, gourmet Hawaiian paletas (popsicles), with locally sourced ingredients. OnoPops began its operations in 2009.

“We are pleased to have both USC and OnoPops as rental partners. In the case of OnoPops, it

is a good use for our existing kitchen that was sitting unused,” said Renee Nagaoka, Manager of Administrative Services. “Our room rental rates are very competitive and the ample free parking is a plus.”

For JAIMS facility rental information, visit [www.jaims.org/rent\\_jaims.html](http://www.jaims.org/rent_jaims.html).

## Corporate Training at JAIMS: Fujitsu’s New Global Wisdom Program

In June and July, Fujitsu held a five-week module for its new Global Wisdom Program at JAIMS. The program trains young managers who are expected to ascend to higher positions of leadership within the company.

By presenting participants with a careful blend of knowledge and experience, program organizers aim to foster leaders with “practical wisdom,” which is a strong sense of prudence and ethics for skillfully deciding and acting in a timely manner in unique contexts. Ultimately, Fujitsu hopes that training select groups will help to further drive the globalization of its businesses.

The program included participants from China, Germany, Japan, and the United States. Prior to studying at JAIMS, the participants studied in Japan for one month, participated in a study tour in Bangladesh, and completed

a project in Cambodia or Mongolia. Following the JAIMS module, the participants will engage in apprenticeships to receive additional overseas experiences and be challenged by tasks targeted at stretching their leadership capabilities.

“JAIMS is pleased to assist Fujitsu University with its innovative corporate training and to be involved in Fujitsu’s globalization effort,” said Blair Odo, Executive Vice President and Chief Operating Officer. “To the extent possible, participants and JAIMS students are integrated thereby expanding everyone’s global network.”

In addition to providing training in Honolulu, JAIMS continues to provide leadership and innovation training overseas for telecommunications company Axiata of Malaysia.

## Mahalo to Recent Advancement Fund Donors

Mahalo to Dr. Gail Ann M. Honda (former JAIMS staff/JAIMS instructor), Tatsuhiko Ito (EWKLP2009F/JAIMS Promotion Division staff), Ken Murakami (AMP05), and Louis F. Perez III -- the most recent contributors to the JAIMS Knowledge Leaders Advancement Fund.

The Fund was established to commemorate JAIMS’

leadership in intercultural management education since 1972. Contributions enable JAIMS to design programs that address innovations in leadership, and deliver lectures, workshops, seminars and other events with a broad outreach to JAIMS communities worldwide. Donations in any amount are accepted online ([www.jaims.org/advancement\\_fund.html](http://www.jaims.org/advancement_fund.html)).



# “JAIMS Bond” Alumni Bulletin

## AMP/JMP

[1] **Fumito (Smokey) Sato** (AMP20 and former JAIMS staff) and his wife, **Yaeko** (AMP23/JMP10), visited JAIMS with their parents, children (Hideto, Naoto, and Erina), and new daughter-in-law's family. All were in Hawaii for their eldest son's wedding at Ko Olina.



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## ICMP/EWKLP



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[2] **Rima Sakamoto** (ICMP2008S) visited JAIMS in January with her friend Robert David; husband, Ram Ahuuiia; and son, Noam. Rima and Ram married in 2009, and celebrated their wedding this year in Honolulu.



3

[3] **Kana Isono** and **Yuko Arita** (both ICMP 2008S) -- pictured with Office Manager

Lori Nakano -- visited JAIMS in February while in Honolulu to attend the wedding celebration of classmate **Rima Sakamoto**. Classmate **Hiroyo Kubo** also visited JAIMS.

Congratulations to **Himanshu Satya** (EWKLP2010S) for making the first alumni referral to the EWKLP. He received a \$250 gift card.



4

[4] In March, **Fujiro Sebata** (ICMP1996S) returned to JAIMS for the first time since graduating. He enjoyed his time in Hawaii with his wife, Yaeko, visiting Oahu, Maui and the Big Island.



5

[5] Best wishes to **Tomoko Haga** (ICMP2006F, second from right) and **Marcus Miura** (JEMBA2006-2007, not pictured) who were married in April. Tomoko's classmates **Yuka Nakano** (right), and **Nobuaki Nomura** and his wife, Naoko, visited JAIMS while in town to help Tomoko and Marcus celebrate.



6

[6] **Wataru Iwata** (ICMP2005S) visited JAIMS in April 30, 2011 with wife, Mika. Wataru is an Assistant Manager at NEC Corporation.



7

[7] **Takayuki (Maxx) Uzawa** (ICMP2001F) and

his friend Masahiro Tamagaki visited JAIMS in April.

**Katsuya Kimura** (ICMP1997F) announced the birth of his son, Taiyo, who was born on May 3.

Congratulations to **Sawa (Negishi) Yamaguchi** (ICMP1997S) on the birth of her son, Kentaro, in September.

Congratulations to **Jogar Tosoc** (EWKLP2009F) who is a recipient of the City Excellence Award conferred by the City Government of Naga (Philippines). The Award honors Tosoc for distinguishing himself in his chosen field of endeavor, “bringing honor and pride to the city.”





8

[8] **Joan Mataheru** (EWKLP2010S) married Willy Morillo Rios in Indonesia on March 19. Her Peruvian husband is an Australian citizen; they will reside in Melbourne, Australia. Several of her EWKLP classmates attended the wedding. From left: **Koji Ogiso**, **Charita Boentardjo**, Joan, Willy, **Akira Morishita**, and **Nobukazu Sugiura**.



9

[9] **Hide Murayama** (ICMP2007S) announced the March 17 birth of his daughter, Hikaru, who is pictured with brother, Wataru.



10

[10] Congratulations to **Pittinun Pittayavivit** (EWKLP2009S) and her husband, Jackie, on the arrival of their daughter, Pim.



11

**Xiaolong (Shawn) Xue** (EWKLP2009S) is working as Sr. Engineer in Rocket Gaming Systems in Vancouver, Canada. He received his



12

master's degree in software systems at the University of British Columbia.

[11] In May 2011, **Rajasoorian Gothandapani** (EWKLP2008F, right) from Malaysia began working for NOK Corporation in Tokyo. He is in the Overseas Sales & Marketing Department, the section that is in charge of the USA, Europe, and India. He dined with **Dr. Yossapong Laonual** (EWKLP2010F, left) and Dr. Blair Odo.

[12] Dr. Blair Odo enjoyed a relaxing and spontaneous dinner with **Kana Okamura** (ICMP2006S, far left), who shared that she just got married; **Minoru Saito** (GBTP2000); and **Tatsuhiko Ito** (EWKLP2009F, far right).

*Continued on page 8*

## JAIMS Bond Ohana Connect with JET Alumni

The JAIMS Bond Ohana held a joint event in February with the Japan Exchange and Teaching Alumni Association (JETAA) in Honolulu since many JETAA are also JAIMS students or alumni. In attendance were:

**Jonathan Brewster** (JEMBA2010-2012), **David Ching** (JEMBA2008-2010), **Drew Enomoto** (JEMBA2005-2006), **Gregg Hirohata-**



**Goto** (JEMBA1997-1998), **Mark Masutomi** (JEMBA2003-2004), **Mihoko/ Yoshiro Mishina** (ICMP1998S), **Lynn Miyahira** (JEMBA2008-2010), **Heather Okano** (JEMBA2010-2012), **Jordan Robinson** (JEMBA2008-

2010), **Grant Takamatsu** (JEMBA2003-2004), **Karlton Tomomitsu** (JMP12), **Daniel Tomson** (JEMBA 2008-2010), and **Olivia Wong** (JEMBA2010-2012).

*Continued from page 7*

**Dianawati Soetomo** (ICMP2006F) and her classmates **Nitin Bharara**, **Mariko (Tsuchida) Saga**, and **Praornsiri Meesuksabai** have been keeping in touch since graduating from JAAMS. A few months ago, Diana realized that they could turn this networking into a business venture, and they launched Asia Budget Tours ([www.asiabudgettours.com](http://www.asiabudgettours.com)), an international budget tour company that promises value, reliability, and local cultural connections. As of this writing, Diana and team are looking for additional in-country travel partners from other countries throughout Asia.

## JEMBA/CHEMBA

The JAAMS Bond alumni connections at work: **Mark Fujiwara** (JEMBA2003-2004) at Experian Interactive Media in Los Angeles recently hired **Brian Pressman** (CHEMBA2004-2005) as Senior Product Analyst. Mark is Manager, Product & Sales Analytics.

**Vincent Learned** (JEMBA2002-2003) is now working for Wells Fargo Advisors, LLC as a financial advisor in Honolulu.

**Marcus Miura** (JEMBA2006-2007) is Account Executive for DB Schenker in Honolulu. His marriage to **Tomoko Haga** (ICMP2006F) is mentioned on page 6.

**Mark Hogge** (JEMBA2003-2004) joined First Hawaiian Bank in the risk management department.

## In Memoriam: Fermin “Tarc” Taruc

JEMBA 1996-1997 graduate Fermin Taruc passed away in February at the age of 47. Fondly called “Tarc” by those who knew him, Taruc was chief operating officer of Gurango Software Corp. He also served multiple terms as president of the Philippine Software Industry Association (PSIA).



*Taruc*

Taruc was an active JAAMS Bond Philippines leader, and he facilitated many pre- and post-JAAMS gatherings for the outbound students to JAAMS as well as returning graduates.

“Tarc was an outstanding individual, both personally and professionally,” said Blair M.T. Odo, Executive Vice President/Chief Operating Officer. “He was a good human being with a big heart, and he was a much-admired member of the JAAMS family. He will be missed.”

In late 2009, Taruc took a six-month sabbatical from his job to serve as a volunteer in Zambia, Africa. He often used blog and Facebook entries to document and share much of his volunteer experiences. He was also featured in a Wall Street Journal article on top executives who take sabbaticals to do volunteer work (see [tinyurl.com/3j3lqq8](http://tinyurl.com/3j3lqq8)).