

# Global

## H O R I Z O N S

Winter 2011



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In early September, JAIMS welcomed 16 Fujitsu employees for their customized week-long Global Competency Development Program (GCDP). In small teams, these professionals researched and devised a solution to an IT-related problem identified by four partner organizations: the Blood Bank of Hawaii, the Kahala Resort and Spa, the Pacific and Asian Affairs Council, and Premier Business Services.

In preparation, participants learned business protocol, gained interview skills, and practiced presentation delivery. All were well-versed in delivering presentations in their native Japanese. However, for most, the GCDP gave them their first opportunity to deliver a formal presentation in English.

After his team presented its solution, the Blood Bank of Hawaii's Chief Financial Officer Albert Yoza applauded the group for their ideas on website usability.

"I'm really impressed with what you came up with," Yoza told his group. "A professional consulting organization would have taken three months to put this together and charged us \$30,000. You did this in two days? That is outstanding."

The week also included a visit to the USS Arizona Memorial, where participants explored their Japanese cultural identity and examined the events of Pearl Harbor from a different perspective, and a visit to the Japanese Cultural

Center of Hawaii to learn how Japanese immigrants began their lives in a foreign country and

*"A professional consulting organization would have taken three months to put this together and charged us \$30,000. You did this in two days? That is outstanding."*



*Participants fine tune their presentation for the Blood Bank of Hawaii with the help of coach David Kozuki.*

*Participants study a model of Oahu while waiting to visit the USS Arizona Memorial.*



to consider similarities to the challenges faced by global businesses that establish operations overseas.

"This was the first time a Japan seminar client requested a group visit to Pearl Harbor," said Blair Odo, JAIMS Executive Vice President and Chief Operating Officer. "This historical visit made perfect sense as we encouraged participants to challenge their current view of the world and of their knowledge of this particular historical event."

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,

As the year draws to a close, we recognize the many who have enriched the learning *ba* (place) at JAIMS in 2011. From our EWKLPs, JEMBAAs, and our seminar participants, to our alumni, host families, education and business colleagues, and benefactors, we send you our sincere mahalo.

Next year marks a special milestone as JAIMS celebrates its 40th year of providing intercultural management education. We continue to preach *phronesis* so that those who pass through our doors will be wise, innovative leaders at all levels and in any industry who aspire to make a difference in this world.

Aloha,

Ikujiro Nonaka, Ph.D.



## Students Explore Business Etiquette with Workshop

Students of the Fall 2011 Increasing Competencies for International Communication (ICIC) program participated in new Situational Consulting workshops designed for participants to examine the social graces and personal sophistication necessary in business.

The workshops were inspired by late management guru Peter Drucker who, in a *Harvard Business Review* article, referred to manners as the “lubricating oil” of an organization. “If analysis shows that someone’s brilliant work fails again and again as soon as cooperation from others is required, it probably indicates a lack of courtesy -- that is, a lack of manners,” he wrote, emphasizing the importance of simple acts like saying please and thank you.

During the interactive workshop, students discussed critical incidents and proposed appropriate responses in a global context. In one activity, participants examined photos and held up signs indicating their judgment of acceptable or unacceptable behavior.

Frequently, students were unable to reach consensus, which led to lively discussion.

“We continue to equip our students with relevant and cutting-edge business acumen,” said Blair Odo, JAIMS Executive Vice President and Chief Operating Officer. “Equally important and, if we are to truly fulfill the mission, JAIMS must prepare knowledge leaders who function in all settings – business as well as social – with good manners.”

Other workshops examined the delicate balance of humility vs. self-confidence and the importance of cultivating one’s personal brand for maximizing one’s strengths. The workshops also incorporated metaphorical thinking, a creative problem-solving technique used by students in the East-West Knowledge Leaders Program (EWKLP).

JAIMS’ one-month ICIC program immediately precedes the 3-month EWKLP. Through the program, the students enhance their English communication skills and familiarize themselves with graduate-level study in a U.S. academic environment.

## GWPs Engage in Leadership Dialog and Filmmaking

On a Saturday morning in July, JAIMS Trustee Walter A. Dods, Jr. shared his experiences and personal leadership story with the nine participants of Fujitsu's 5-week Global Wisdom Program (GWP). The participants, who represented Japan, China, Germany, and the United States, are expected to assume high positions of executive leadership within Fujitsu.

Given this environment of constant and rapid change, Dods cautioned participants against relying on "static" strategic plans -- those drawn for 3-5 years and beyond. Certainly an organization should never lose sight of its mission; however, an organization's plan should simply reflect its commitment to be proactive and responsive, he said. Dods retired from First Hawaiian Bank as Chairman and currently serves as the Non-executive Chairman of the Board of Alexander & Baldwin. He is respected as the "power person" in the state of Hawaii, having managed several significant political campaigns while giving generously to the Hawaii community through philanthropy and service.

In addition to the leadership course Dods participated in, the GWP curriculum included a course not typically found in management training -- visual storytelling.

"Nonaka-sensei's research on wise leadership recognizes that great leaders have the capacity to tell great stories," said Blair Odo, JAIMS Executive Vice President and Chief Operating Officer.



*Left: Walter A. Dods, Jr. shares his leadership story with participants.  
Below: Participants consult with filmmaking instructor Lewis Trusty.*



Partnering with an instructor and film students from Hawaii Pacific University -- who provided support to the participants during the filmmaking process -- each team captured film footage and images. The teams then edited and presented their projects at a mini-film festival at JAIMS. The filmmaking required participants to creatively express their ideas and effectively employ the right-brain thinking not always fully used in day-to-day business.

## Varied Pedagogy, Direct Experience Enhance EWKLP Learning

Classroom lectures and case studies are integral to the 3-month East-West Knowledge Leaders Program (EWKLP); however, significant learning also takes place with different yet purposeful pedagogical approaches in unusual venues.

In October, students visited the Polynesian Cultural Center to complete an ethnographic field work assignment before enjoying the Center's activities. Through practice, students discovered how businesses can use ethnographic techniques.

The following week, students toured the Nuuanu Pali, visited taro gardens on the grounds of the University of Hawaii, and learned about Hawaiian history, conservation, and taro cultivation. Professor Jonathan Osorio led the field study and gave a group quiz

beneath a traditional Hawaiian *bale* (meeting house).

In late November, former Honda R&D Co. engineer Saburo "Sam" Kobayashi shared the innovation techniques that Honda used to develop the airbags for cars, which has become an automotive standard. Kobayashi instructed students to practice *gemba*-watching (direct experience) during a walkabout in Chinatown to discover values that can lead to new business opportunities. He required them to devise solutions that were unique and interesting, and perhaps a bit illogical and crazy, which he reminded the class are required for true innovation.



*From left: Students interview a PCC performer; Prof. Jonathan Osorio quizzes students; Prof. Sam Kobayashi comments on group presentations.*

# JAIMS Coffee Talk: Tanaka Highlights Ways Businesses Lead Japan's Rebuilding

At the July 22 JAIMS-sponsored Coffee Talk lecture, "Mobilizing Japan: Post-disaster Economic Trends," JAIMS Trustee and Japan economic adviser Naoki Tanaka highlighted ways businesses are leading the rebuilding of Japan in the aftermath of the nation's March 11 earthquake and subsequent tsunami and nuclear accident.

Outlining the problem, he noted that Japan's "structured incapability" -- marked by issues of a post-war political system plagued by corruption and a revolving door of ministerial leadership -- was unable to meet the needs of individual disaster victims. Further, he said that the government's vertical and centralized structure were ineffective in delegating responsibilities from Tokyo to the prefectures and then to the municipalities.

In the absence of a coordinated national campaign, individual municipalities began offering public housing to survivors in the region, according to Tanaka. He said that the business community is now moving efficiently to allocate private-sector resources while maintaining a distance from the government, and is attempting to improve the situation for future business operations.

For example, using social networking services, the business community assessed the urgent needs, turned to private parcel delivery services, and restored supply chain networks quicker than expected. Firms are now developing improved systems to overcome constraints with electricity and other environmental burdens, he said. In doing so, some firms are recreating their corporate identity. Panasonic Corp.,



Naoki Tanaka

for instance, is branding itself as a "green innovation company." Panasonic's plan to integrate facets of its various businesses to create an eco-friendly smart community is an example of the private sector taking the lead in moving forward, he said.

Tanaka also presented the case study of Toshiba Corp. that is leading the way for households to generate electricity at their homes for on-site use. To overcome crises, firms are guided by the vector of research, development, demonstration and deployment (RDD&D), he said.

"Since March 11, a growing number of companies have been seen to make effort to integrate existing high-function parts and cutting-edge technologies in one direction," he said. But companies engaging in RDD&D must ensure adequate personnel, a flexible supply system, and management capability to support the companies' ability to function, he advised.

Tanaka said that the stock market's re-evaluation of Japanese companies prompted by the alignment of company resources with new objectives to ensure operation will spur government policy-makers to follow suit. This in turn will enable the country to overcome the nation's structured incapability, he suggested.

*Naoki Tanaka is Japan's leading economic adviser serving business and government entities. He was instrumental in establishing the 21st Century Public Policy Institute established by Nippon Keidanren (the Japan Business Federation) and served as its first president. Tanaka was special economic adviser to former Prime Minister Junichiro Koizumi. He is currently chairman of the Postal Services Privatization Committee.*

## Mahalo to Recent Advancement Fund Donors

Mahalo to Rex Akutagawa (former JAIMS staff), and his wife, Denise; Mom Rajawongse Disnadda Diskul (JAIMS Trustee); Walter A. Dods, Jr. (JAIMS Trustee); Blair Odo (JAIMS EVP/COO); and Louis F. Perez II -- the most recent contributors to the JAIMS Knowledge Leaders Advancement Fund.

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)).

## Alumni Earn Referral Awards

Congratulations and mahalo to **Himanshu Satya** (EWKLP2010S) and **Hiroshi Maeda** (ICMP1998F) for their referrals to the EWKLP. Each received an award valued at \$250.

We invite all alumni to share the many good things about JAIMS with others. Alumni who refer a qualified individual to the EWKLP (East-West Knowledge Leaders Program) earn a \$250 cash award. Please visit the JAIMS website for complete details ([www.jaims.org/referral](http://www.jaims.org/referral)).

# “JAIMS Bond” Alumni Bulletin

## AMP/JMP



[1] **William “Bill” Hall** (JMP17) visited Hawaii with his two sons Kento and Kai in July. The Halls reside in Japan. Pictured with Soutchay Viengkhou and Blair Odo.

[2] **Katsuyuki Mogi** (AMP92S) and his wife Tomiyo visited JAIMS in July. Pictured with Alison Ohata and Blair.



[3] AMP91F classmates **Emiko Otsu, Hironobu Nakao, Katsumi Takahashi** (with wife, Tamaki, and

daughter, Aoi) and **Atsuko Hiraiwa** visited JAIMS on October 31 in celebration of the 20th anniversary of their JAIMS graduation. Emiko works for Fujitsu F.O.M. in Hiroshima City. Hironobu works for Fujitsu Kansai Systems Laboratory as Director, Software Production Engineering Dept. in Osaka. Katsumi is with Mizuho Information & Research Institute, Inc. as an Executive Officer. Atsuko is with Fujitsu Research Institute as Senior Managing Consultant in Tokyo. Pictured with JAIMS instructor Larry Smith, second from right.



[4] **Hirokazu Hirao** (AMP26) visited JAIMS in July.

[5] **Masaharu Daigo** (AMP3) passed away on August 17 at age 83. He served as President of the AMP3 Aloha Rainbows alumni club.



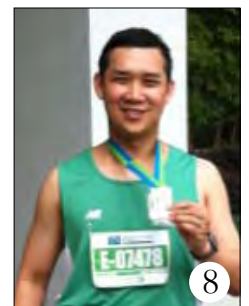
[6] JMP17 classmates **Jim MacKenzie** and **Dr. Rao Mikkilineni** met in Anchorage, Alaska where Jim is Director, Development Communications at the Food Bank of Alaska. Rao visited Anchorage to deliver a presentation.



## ICMP/EWKLP

[7] **Takashi Tanaka** and **Yoko (Tsuji) Tanaka** (both ICMP1994F) visited in July. Takashi is an Account Executive for Hokkaido Television Broadcasting Co., Ltd.

[8] **Handi Kurniawan** (EWKLP2009F) completed a half marathon in Kuala Lumpur. He was also honored with the Best Reporting Manager Award -- one of the 3 top awards garnered by his company SCB Malaysia during its participation in a program that provides senior government officials with hands-on working experience in the British/Malaysian private sector. Handi said the JAIMS managers of the EWKLP influenced his managing of his own program.



*(continued)*

[9] **Yuka Kimura** (EWKLP2009F, second from right) visited JAISMS in October. She was in Hawaii to “refresh, restart and re-boot” in the fresh Hawaii air.



Pictured with Alison, Lori Nakano, Kylie Nakano, and Akiko Tyler.

[10] **Takahiro Yamada** (ICMP1999S) visited with his wife, Yoshie, and son, Shohei, in September. Taka works at IMJ Corp. as a Senior Producer.



[11] **Miyuki Uehara** (EWKLP2008F) visited in October with her husband, Kazuhiro, and family friend, Larry Weisner.



[12] Congratulations to **Mildred Marquez** (ICMP2007S) who was promoted to the Assistant Department Manager II at the Philippine Deposit Insurance Corporation. She passed the New York State Bar Exam and took her Oath in October 2011.



[13] **Yoko Taketomi** (EWKLP2010F) visited in November. She works for Shochiku Co. Ltd. in Tokyo, Japan.



[14] **Charles Taniguchi-Demarne** (ICMP2005S) and **Drew Enomoto** (JEMBA 2005-2006) visited in August.



Congratulations to **Charita Boentardjo** (EWKLP2010S) on her new position with Citi At Work, Citibank N.A. as the Head of Relationship Manager, Assistant Vice President in Jakarta, Indonesia.

[15] **Dr. Manabu Sawaguchi** (ICMP1996F) is Professor in the Department of Business Design and Management, Graduate School of Creative Science and Engineering at Waseda



University. In September, he presented his paper on “A study of effective risk management approach for ICT-based risks” at the International Conference on Business and Information, which was held at JAISMS.

## JEMBA/CHEMBA

[16] **Chai-Heng (Tony) Wu** (JEMBA 2004-2005) visited in July. He is the Regional Sales Manager of Sparkle Computer Co., Ltd. in New Taipei City, Taiwan.



[17] **Jonathan Tsujimura** (JEMBA 2005-2006) visited in August.



[18] **John Keoni Everington** (CHEMBA 1997-1998) sent a photo of his second daughter, Kira Jamie, born in September.



[19] **Florencio (Jun) Kabigting** (JEMBA 1999-2000) and **Tomoko (Ishii) Kabigting** (ICMP2000S) and their children, Joshua Ken and Marina, visited in August. Jun is the Managing Director for HR Central K.K. and recently spoke at the SHRM 2011 Annual Conference & Expo in Las Vegas. He published Japan’s first bilingual HR Magazine called “The HR Agenda.”



[20] **Greg Nakajo** (JEMBA 2007-2009) visited in August. He was in Honolulu to finalize wedding plans for his marriage to **Makiko Kawamura** (EWKLP2008F).



[21] **Oliver Koehne** (CHEMBA 2002-2003) visited in November. He was in Hawaii to visit the JAISMS staff, his former classmates, and his host mother. He is the Sales Manager with Robert Bosch, Ltd. in the United Kingdom.



[22] **Kenneth Hartos** (JEMBA 2008-2010) visited in November and had lunch with JAISMS staff. Ken



is a Mobile Eye Tracking Supervisor for Perception Research Services International.

## ALUMNI GATHERINGS

[23] The JAISMS Bond Canada Gathering was held on September 24 at the Kirin Restaurant in Vancouver, B.C. Attendees: **Todd Newfield** (JMP12/MSJBS), **Kaoru Newfield** (AMP29), **Shawn Xue** (EWKLP2009S), **Mika Sakamoto** (ICMP98S), **Margaret Rose Canobis** (ICMP98S), **Xavier Li** (ICMP 98S), and **Yumika Kazuyo Yoshida** (ICMP98S).

[24] The first JAISMS Bond India gathering took place in New Delhi on October 16. Alumni shared their wonderful



experiences at JAISMS and remembered instructors and staff for their kind support. Photo L to R: **Himanshu Satya** (EWKLP2010S), **Rishi Poddar** (JEMBA 1994-1995), **Dwaipayana (JEET) Bora** (ICMP2002S), **Mukesh Pandey** (ICMP2007F), and **Nitin Bharara** (ICMP2006F).

## A Master of Social Relationships

by **Yoshio Sadasue** (AMP5)

I met **Masayuki Igarashi** in 1974 when we both participated in a language program at JAISMS in Hawaii. In those days, if you went abroad, it was like saying goodbye, and you exchanged farewell cups with your relatives. Both he and I had taken our first steps outside Japan, doubting whether the English we crammed for would be understood.

However, when we started living there, Igarashi was always smiling and could communicate with anyone, even without English. I realized he was a master of social relationships. By observing him, I learned that relationships are not built through language but through your heart.

Forty years later, Igarashi became Executive Vice President of Fujitsu Frontech Shanghai in China, and he helped me in doing business there. He has lived in China for seventeen years, and although his language skills are at times not the best, he communicates well, commands the trust of important people, and gains business without any difficulty.

Igarashi believes that the key to communication is not based on country or race. Instead, he works on deepening his understanding of the other person and is always with a smile. Every time I see him being treated with respect and warm friendship by his Chinese subordinates, I take my hat off to him and at the same time, I feel rejuvenated by his smile.

*Editor's Note: This article was written for the Nikkei Newspaper by Sadasue about the success of his classmate. JAISMS no longer offers an English language program as it did in the 1970s. Instead, JAISMS advocates English as an International Language (EIL), which encourages communicating with one's heart, like Igarashi does. EIL is used in the multidisciplinary curriculum of the East-West Knowledge Leaders Program (EWKLP), a program that provides a broad foundation for students to think about relationships between and among people for successful and effective leadership.*



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*Warmest wishes  
for the New Year!*

From our corner of the world to yours,  
The JAAMS Staff