

# Global

## H O R I Z O N S

Spring/Summer 2012



### Knowledge Cafe: Dods, Kobayashi, Nonaka Discuss “The Wise Leader”

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The JAAMS-sponsored Knowledge Café on May 1 featured a “talk story” discussion on “The Wise Leader” among Walter A. Dods, Jr.; Saburo “Sam” Kobayashi; and Ikujiro Nonaka -- three individuals recognized for their contributions to the study and practice of leadership.

Nonaka, named one of 20 influential business thinkers by the *Wall Street Journal Online*, serves as JAAMS president. A prominent leader in the Hawaii community, Dods serves as JAAMS Trustee, and is Chairman of the Board of Alexander & Baldwin, Inc. and Mid Pac Petroleum, LLC. Kobayashi was an engineer at Honda R&D, where he developed the airbag safety system in Honda cars. Kobayashi lectures internationally on creative innovation.

The three shared many nuggets of wisdom. Among them was the importance for leaders to get to the frontline – what Nonaka refers to as “actuality” – and use one’s senses to know and truly feel the issue.

After going to the frontline, leaders should form cross-functional teams for diversity of knowledge, as Dods did during his many years as the head of First Hawaiian Bank. According to Nonaka, dialog is important but then the leader must stop and take action.

In response to Nonaka’s assertion that leaders must use their senses to understand actuality, Dods quipped, “Common sense is not so common.” Based on experience, Dods noted that many leaders, once attaining high-levels in their career, “lose their hearing” and stop listening to others. Another sensory issue of many leaders is the “eye-problem” (“I” problem), where leaders take credit for everything, and these pitfalls can curtail one’s career, he said. Instead, leaders need to nurture others to grow, he advised.

Kobayashi added that the use of the five senses in business is important to explore and address the invisible essence (or the real cause, need, or want) that is behind the reality. When looking for ways to innovate, Kobayashi advised the audience not to ask the customers what they want because the customers do not necessarily know. Instead, he suggested that the audience carefully watch their customers – evaluating details at the frontline, as Nonaka suggested – to ascertain what customers value.



From left: Saburo “Sam” Kobayashi; Walter A. Dods, Jr.;  
and Ikujiro Nonaka

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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 JAIMS celebrates its 40th year of providing intercultural management education, we thank all of you who have helped the institution become the productive learning *ba* (place) that it is today. We salute our EWKLPs, JEMBAs, seminar participants, alumni, host families, education and business colleagues, and benefactors.

We hope to see you at our anniversary celebration planned for November 2 and 3 in Tokyo.

Aloha,

Ikujiro Nonaka, Ph.D.



## JAIMS 40th Anniversary Celebration Planned for November in Tokyo

Save the date! A two-day anniversary celebration is being planned to commemorate JAIMS' 40th year of providing intercultural management education. The November event will reunite JAIMS alumni, staff, faculty, and friends in Tokyo.

A casual evening event is planned for November 2. On November 3, renowned speakers will address the celebration's theme, "Enduring Values, Emerging Trends." Confirmed speakers thus far include Dieter Haberl, CEO, Reebok Japan; Yasuharu Matsumoto, Vice President, Kyoto Obubu Tea Plantation; and Professor Ikujiro Nonaka, JAIMS President. The event will conclude with dinner. More information will be forthcoming.

A big mahalo to the alumni planning committee: Kazuhiro Arai, Jun Kabigting, Larry Kieffer, Kanji Morishima, Marcus Otsuji, Kyoko Someya, and Kiyomitsu Takayama.

*JAIMS Knowledge Café - continued from page 1*

Innovation requires imagination supported by a noble vision, Kobayashi said. Nonaka's Wise Leader framework published in the May 2011 issue of the *Harvard Business Review* details the six characteristics of *phronetic leadership*, which is leadership for the common good. Dods concurred that profits cannot be the primary motivation of an organization.

The trio also discussed risk-taking, suggesting that leaders must take risks and learn from failure. Nonaka noted, "Without practicing, we cannot jump." According to Dods, making mistakes is an essential requirement for learning and leading. The caveat however, is that it is important to first build a solid reputation and a good track record.

Addressing the JAIMS students in attendance, Dods said, "Don't take the most radical step on the first day. Once people have confidence in you, you can stretch and have the courage to get outside the box and do unusual things." In terms of innovation, he said, "There's always something new that can be created."

The JAIMS Knowledge Café is a lecture series that offers the perspectives of leaders who have transformed their organizations by effectively leveraging knowledge.

## 2010-2012 JEMBA Class Graduates in Tokyo

JAIMS, with its partner the University of Hawaii Shidler College of Business, recognized the six students of the 2010-2012 Japan-focused MBA (JEMBA) class at commencement ceremonies held at the Josui Kaikan in Tokyo on April 17.

Over the past two years, the students' rigorous program consisted of core MBA classes, advanced level international business courses, and intensive Japanese language and culture lessons. A 3-month internship in Tokyo served as the capstone experience for each student.

This year's internship partners were Fujitsu Limited, Integrated Products Division; Fujitsu Limited, Global Partner Alliances Division; Fujitsu Limited, Global Portfolio Planning Office; Kyoto Obubu Tea Plantations, LLC; Motherhouse Co., Ltd.; and Reebok Japan.

Commencement speaker Professor R. Taggart Murphy of the University of Tsukuba reflected on the nuclear accident at Fukushima, which he views as a political, not technical problem.

JEMBA graduate Olivia Wong, who delivered the



student address on behalf of her cohort, shared how a recent trip to Cambodia encouraged her to pursue a career in social business via the fashion industry. She challenged her classmates to engage in social change regardless of their industry.

## Winning Model Seeks to Improve Japan Childcare in Partnership with Train Companies

EWKLP 2011F students Kimitaka Ishida (Japan), Lam Mac (Vietnam), Taku Ono (Japan), and Jarupa Watpragairat (Thailand) received the President's Award for their Model for Innovation, *Railway to the Future*. The team's model addressed the difficulty of raising children in Tokyo due to limited nursery care options and suggested ideas focused on parents who must transport their children on the way to work.

As the culminating activity of the EWKLP, the competition featured six student teams that developed a solution, via a new business model, to a business or social problem.

The second place award went to Kanya Cittasthira

(Indonesia), Shingo Inoue (Japan), Takeshi Ito (Japan), and Jieun Lee (Korea) for *Links: We Connect You*, a model focused on providing services to help those with limited access to supportive communities. To illustrate their model, the team used the obstacles faced by international students who study in Hawaii.

The third place award went to Carlo Abas (Philippines), Syarein Abu Samah (Malaysia), Sachiko Otsubo (Japan), and Shigeki Yamanaka (Japan) for *Report on Photosynthesis of Happiness: Authentic Change of Management*, a model that demonstrated how nurturing and empowering employees could lead to increased sales and profitability.

## EWKLP 2011F Graduates Encouraged to be "Wise Leaders"

On January 5, JAIMS bid a fond farewell to the 23 students of the EWKLP 2011 Fall term. Dr. Blair Odo, JAIMS Executive Vice President and Chief Operating Officer challenged the graduates to be "Wise Leaders" who exercise practical wisdom in service of the common good. During their coursework, graduates were introduced to the six characteristics of a wise leader as explored by JAIMS President Ikujiro Nonaka and coauthor Hirota Takeuchi in their May 2011 *Harvard Business Review* article.

At the Closing Ceremonies,



Kanya Cittasthira of Indonesia received the Senator Francis A. Wong Leadership Award as well as the Students' Choice Award for being the "Social Planner Extraordinaire." Takeshi Ito of Japan was awarded the Makoto Takenaka Spirit of Leadership Award.

The EWKLP 2011 Fall class was composed of students from nine countries (China, Indonesia, Japan, Malaysia, the Philippines, South Korea, Taiwan, Thailand, and Vietnam). The 3-month EWKLP is held twice a year, from April to July and from October to January.

*Host mother Jill Sage congratulates  
EWKLP Naoki Hosaka.*

# “JAIMS Bond” Alumni Bulletin

## AMP/JMP

[1] Congratulations to **Dr. A. Gabriel Esteban** (JMP-13) who was installed as the 20th president of Seton Hall University in South Orange, New Jersey on October 14.



[2] **Toshihiro Araki** (AMP-25), who retired in August 2011, visited in December with his wife, Megumi. Toshihiro, right, is pictured with JAAMS staff Soutchay Viengkhou.



[3] **Tetsuo Akimoto** (AMP-16) visited in January while in Hawaii to see his daughters. He is pictured with his daughter Ai.

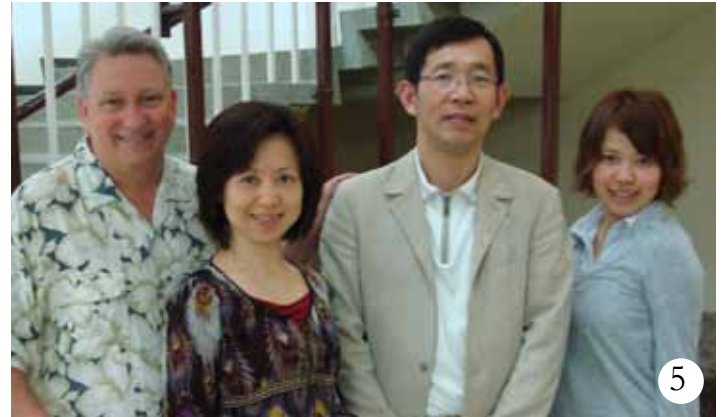


[4] **Mikako Inamasu** (AMP-32) visited in December. A former Fujitsu employee, Mikako earned her MBA from Thunderbird Graduate School of Management and set up her company, HR Institute. Mikako is pictured with JAAMS staff Yutaka Hasegawa.



Daigo Hashimoto, son of **Minoru Hashimoto** (AMP-10), visited JAAMS to see his father's alma mater. Minoru directs the Office of the English Language Program at Rikkyo University in Tokyo.

Congratulations to **John Shook** (JMP-10) for receiving the 2011 Richard Beckhard Memorial Prize. The prize was awarded to the author of the most outstanding MIT *Sloan Management Review* article on planned change and organizational development published from Fall 2009 to Summer 2010.



[5] **Yoshihito Katayama** (AMP-27) visited in February with his wife, Michiyo, and daughter Yoko. The Katayamas were in Hawaii to celebrate their 20th wedding anniversary and Yoko's graduation. Yoshihito has assumed a new position with QAD (a U.S. company) as an Enterprise Resource Planning Consultant. While in Honolulu, he also visited with his host father, Dave Erdman, far left.



[6] **B. Monica (De Sarrazin) Rountree** (JMP-13), now a foreign language professor in Oregon, visited in April.

## ICMP/EWKLP

[7] **Eri Kurimoto** (EWKLP2008F) visited in December while on business. She is pictured with JAAMS staff Lori Nakano.

**Toru Yamashita** (ICMP2008S) has been accepted to the University of Michigan Global MBA Program.



[8] **Xiaolong (Shawn) Xue** (EWKLP2009S) announced the January birth of his daughter Adela. He and his wife also have a 4-year-old son, Kevin.

[9] **Risa (Sugiyama) Owada** (ICMP2005F) visited JAAMS in January with her husband **Masaki Owada** (participant of the Global



Competency Development Program 2011) and their 2-year-old daughter, Sara. Risa works in the Public and Investor Relations Division of Fujitsu HQ in Shiodome.

[10] **Nobuo Yuasa** (ICMP2002S) visited in January with his wife, Hatsuki, and children, Hihoh and Koshoh. Nobuo works at the Quinic Corporation.

[11] **Junji Kawai** (EWKLP2011F) visited JAISMS in March. He works for JTB Hawaii Travel, Inc. in the planning department.

[12] **Yuko Maeda** (ICMP1994F) visited in March while in Hawaii for a family trip. For the past two and a half years, she has been working for the UN in Cambodia as a Public Affairs Officer.

[13] While in Honolulu on a short business trip, **Takayuki Uzawa** (ICMP2001F) visited in April with his friend Katsuhiko Kubota.

[14] Recent graduate **Shingo Inoue** (EWKLP2011F, front row, center) shared his experiences with incoming EWKLP students who participated in the one-month ICIC program. Shingo works for the Boston Consulting Group in Japan.



**Masayuki Tsubaki** (ICMP2002F) visited in February with his father. Masayuki is Administrative Coordinator at the Waseda Bioscience Research Institute in Singapore (WABIOS).

**Maxime Descournut** (EWKLP2010S) wrote to say that after leaving JAISMS he obtained his Master of Management degree in November 2010. He has since been working for Akuo Energy Co. in France as a Structured Finance Associate.

**Takashi Toyama** (ICMP2004F) published a book on job hunting called *Mon Damedato Omotta Tokikara Hajimaru 'Shukatsu' Daigyakutenjutsu* (Job Securing Strategy When You Are Ready to Give Up). In his book, he mentions the encouragement he received from Dr. Blair Odo, JAISMS EVP/COO, to apply to the MBA-IB Program at the University of Tsukuba, which he successfully completed.

Congratulations to **Daisuke Inage** (ICMP2008S) on the birth of his daughter, Mika, in January.

## JEMBA/CHEMBA



[15] **Scott Bready** (CHEMBA2000-2001) visited JAISMS in December while on vacation from New Zealand.

[16] **Azamat Kumykov** (JEMBA2001-2002) visited JAISMS in January. He is an Investment Director at PromSvyazCapital.

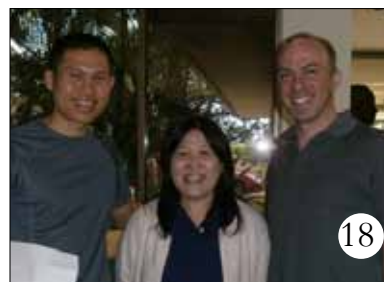


[17] While vacationing in Hawaii, **Udomsil Hemstapat** (CHEMBA2002-2003) visited JAISMS in January with girlfriend, Dueanpen Prasertsrichana.



**Feliza (Lim) Blanch** (JEMBA1992-1993) works for the Reserve Bank of New Zealand as a Senior Policy Analyst.

[18] **Kian Tjong** (JEMBA1997-1998) visited in March with Jim de Seve, while on vacation in Honolulu. Kian is a filmmaker based in New York. He and Jim had an informal showing at the East-West Center of their latest film, ManDove.



## Alumni Gatherings

[19] In December, **Yu Chen** (ICMP2007F) dined with Takeshi Horii (JAISMS) and Dai Sakashita (JPD). Yu changed her career based on her study at JAISMS and is a representative in China of XacBank of Mongolia.



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[20] In Malaysia, six EWKLP alumni -- **Hui Ying (Amy) Tin** (EWKLP2009S), **Ai Rin Tan** (EWKLP2010S), **Chau Shen Ong** (ICMP2007F), **Kok Wah Moi** (EWKLP2009F), **Lai Yin Yau** (EWKLP2010S), and **Siti Ismail** (EWKLP2009S) -- gathered for dinner, joining Chris Ng (Director, Administration, MIS & Quality, Fujitsu Malaysia), and JAISMS and JPD staff.



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[21] Dr. Blair Odo met with the JAISMS Bond leadership team in Japan in January to plan the JAISMS 40th anniversary celebration.



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[22] The JAISMS Bond Thailand alumni held their gathering at The Verandah, British Club Bangkok in February 2012, where they exchanged stories of their experiences in Hawaii and at JAISMS, and updated each other on their lives.



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[23] The JAISMS Bond Malaysia Chapter gathered in February 2012 at Grandmama's Pavilion. Top Row (L-R): **Syarein Abu Samah** (EWKLP2011F), **Lai Yin Yau** (EWKLP2010S), **Kok Guan Tan** (JEMBA1991-1992), **Chau Shen Ong** (ICMP2007F), **Hasnan Hakim** (ICMP2001S), **Mohamad Amin Mohamad Kassim** (JMP-16), and **Kok Wah Moi** (EWKLP2009F). Bottom Row: Chris Ng (Fujitsu Malaysia), **Masela Ibrahim** (JMP-15), Dr. Blair Odo, and Professor Sam Kobayashi, EWKLP instructor.



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[24] The JAISMS Bond London gathering was held on March 10, 2012. Earlier that day, **Heui Suk Julia Ko** (ICMP2003F) visited London on business and enjoyed a traditional afternoon tea with **Daijiro Morohashi** (ICMP2004S) and **Akiko (Nagata) Morohashi** (ICMP2007S), top photo. Bottom photo, L-R: **Karen Tan** (ICMP1999F), **Akiko**, **Daijiro**, **Masumi Shibui** (ICMP1997F), Howard Smith (Masumi's husband), **Oliver Koehne** (CHEMBA2002-2003), and **Jordan Glen** (JMP-10).



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[25] In April, three EWKLP2011F alumni met up with Dr. Kimio Kase, JAAMS EWKLP instructor, who is Professor at IESE Business School in Madrid, Spain. From left: **Shigeki Yamanaka, Kikuyo Takahashi, Toshinori Takahashi,** and Kase.



[26] In November, the 2011 Global Skills Refresh Program cohort held a reunion at the Spanish Tavern Izakaya Siesta, located in Ginza. In attendance were **Yosuke Funada, Yukiko Iwase, Noriko Higuchi, Hiromi Kakuhana, Makoto Katahira, Tetsuya Kimura, Tadayoshi Manabe, Miwa Murata, Miho Nakamoto, Sonoe Tasaka, Mika Ukeguchi, Ryo Tabata,** and **Toshiko Miyairi.** Calling themselves “Team Forever,” the group has held a number of gatherings since completing their one-week seminar in October 2011.



## JAAMS Alumni Essay Contest

JAAMS encourages all alumni to submit an essay by September 7, 2012 related to the anniversary’s theme, “Enduring Values and Emerging Trends.” The essay should detail the impact JAAMS has had on you, personally or professionally.

### Guidelines

- Each essay must reflect the graduate’s own writing and original thinking.
- Only one (1) essay may be submitted by each graduate.
- Essays must be typed (12-point font) and written in English.
- The essay text is limited to three (3) double-spaced, numbered pages with one-inch margins (which is approximately 750 words).
- Each essay must include a title page, not considered text, with the following information: essay title, author’s name and JAAMS program/year, mailing address, e-mail address, and telephone number.
- Send your essay as an attachment via e-mail to [info@jaams.org](mailto:info@jaams.org), with Essay Contest in the subject line. Entries must be received by JAAMS on or before 12 noon Hawaii Time, September 7, 2012.
- If you wish to mail your entry, send two (2) copies of the essay to:  
Attn: Lori Nakano, JAAMS, 6660 Hawaii Kai Drive, Honolulu, HI 96825-1192
- Hardcopy entries must be received by JAAMS on or before the contest due date of September 7, 2012 Hawaii Time.
- Essays will not be returned; they become the property of JAAMS. JAAMS may reprint the essays in publications and use them in various promotional media (e.g., website). Appropriate credit will be given to the writer.
- The JAAMS management will judge each entry on originality, clarity and topic development. Judging will not be based on grammar or spelling.

## Seminar Participant Explores Business Skills, Hawaii Culture

*Editor’s Note: This is an excerpt of an article written by JAAMS seminar participant Toshiko Miyairi, who attended the one-week Global Skills Refresh Program (GSRP) at JAAMS in October. The 2012 GSRP -- a seminar open to all -- is scheduled for December 3-7, 2012.*

Upon moving from Waikiki to our homestays, we all received a wonderful warm reception. [In the GSRP], we studied presentation, negotiation and critical thinking, all using English. We were encouraged to analyze the type of leader we see ourselves as. During the Downtown field-work activity, we talked about Hawaiian culture, economy, politics, history, and home customs. Then we broke into teams to explore the downtown area. After going home each day, we had a lot of homework to do during our free time; usually early in the morning or after midnight.

During “Coffee Talk” each morning, we talked about

“the metaphor for your life,” “a defining moment in your professional life,” and “in ten years I expect...”. These impromptu sessions were a useful tool for introducing ourselves and getting to know the other members.

The people of Hawaii have a huge range of cultural backgrounds and language. Many locals spoke to us quietly and gently in English. We received useful and interesting instruction, which allowed us to smoothly communicate. I think we all benefited from learning how to exchange significant opinions with the European and American participants while breaking out of the culture circles we may have started the class in. I recommend participation in external training, such as JAAMS, that provides opportunities to mix with students and teachers from other countries and cultures. The rewards might surprise you.



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## In Memoriam: Takuma Yamamoto

Takuma Yamamoto, former Chairman of Fujitsu Limited, passed away on January 17, 2012. He was 86. Yamamoto also served as Chairman of the JAISMS Board of Trustees from 1988 to 2000. During his tenure, Yamamoto was a strong supporter of JAISMS and its work in educating international business people from around the world. In 2001, JAISMS dedicated the renovated library and learning center to Yamamoto, naming the center the Takuma Yamamoto e-Learning Center.

During a visit to JAISMS in October 1999, Yamamoto participated in the pumpkin-carving activity with JAISMS students. From left: **Ritsuko Nakano** (ICMP1999F), **Yew Kong “Eric” Tham** (CHEMBA1999-2000), **Hiroyuki Fujii** (ICMP1999F), Yamamoto, and **Hiroshi Yoshida** (ICMP1999F).



## Mahalo to Recent Advancement Fund Donors

Mahalo to **Tatsuhiko Ito** (EWKLP2009F), **Ken Murakami** (AMP-5), **Xiaolong Xue** (EWKLP2009S), and an anonymous alumnus (ICMP2002F) -- the most recent contributors to the JAISMS Knowledge Leaders Advancement Fund.

We welcome first-time and repeat contributors to join the list of recent JAISMS supporters.

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