



Leadership Aloha

Navigating a Workforce Unification Strategy
Exploring an Opportunity

Senior Leadership Puwalu
August 7, 2019



Sutter Health
Kāhi Mōhala

A Peter Apo Company Presentation

Section 1

1. Aloha Mai
2. Opportunity for a New Beginning (Peter Apo)
3. Getting to Know You / Senior Leadership Team
 - Quin Ogawa, Chief Financial Officer, Interim Chief Executive Officer
 - Linda Pitman, Chief Operating Officer
 - Kevin Kuich, MD, Chief Medical Officer
 - Michelle Fernandez, Director of Patient Care
 - Mary Burgess, Director of Community Relations
 - Beth-Ann Kozlovich, Senior Development Officer
 - Maureen Kumar, Director of Human Resources
4. Where we've been, Where we're Headed (John Boyd, CEO, Sutter Health Mental Health Services)
5. Discussion / Exploratory Dialogue (Peter Apo)
 - Team Question: What do you anticipate will be your biggest challenge?
 - Team Question: Exploring Aloha, what does it mean to you?
6. Aloha Defined (Peter Apo)



Alo - ha

An exchange of the breath of life
Unconditional extension of trust and friendship
Assuming responsibility for each other's welfare and safety
Extending the benefit of the doubt to a stranger
Pivotal to Hawaii's growth as a tolerant and color blind society

Section 2

Leadership Aloha as a Workforce Unification Strategy

- **Primary Objective:** Incorporating aloha behavior as fundamental to the Sutter Health Kāhi Mōhala operating culture.
- **Primary Challenges:**
 - a. Must be Leadership Driven – HR Managed
 - b. Requires Commitment, resources, and patience.
 - c. Requires establishing a cost center in the budget
 - d. Aloha behavior must be clearly defined and incorporated into all job descriptions and performance evaluation processes.
 - e. Deep dive vs. Shallow dive. Do it well.
- **Curriculum Development:**
 - a. No one size fits all
 - b. Address complexity of horizontal integration of Senior Leadership Team, Managers and Supervisors, and Direct Care staff.
 - c. Expect course corrections
 - d. Publish Handbook
- **For Special HR Attention:**
 - a. Screen applicants for people who come already imbued with a sense of aloha as natural to their behavior.
 - b. Sense of aloha is as important as technical job competence.
 - c. Cite athletic team examples.

(Four Seasons, Royal Hawaiian Center, Kaanapali Beach Hotel, Kauai Electric, International Market Place, Hawaii Convention Center, Sheraton Maui)

Section 3

Laulima - The Language of We

Many Hands Working Together To Achieve A Common Objective and an Emotionally Stable Workforce



A Share Responsibility

Laulima transforms the chain of command into a horizontal production system.

- There's dignity in every job
- Every job is an important job
- Respecting the challenges faced by others brings respect to you
- Knowing what others do is important to what you do
- Helping others improve their performance improves your performance
- One person's success is everyone's success (or failure)
- The company is only as good as its lowest unit of production

Ikaika Au – The Power of Me

- Ikaika Au (the power of me) is a bookend to Laulima (The power of we)
- Every person has the power to make or break another person's day
- Ikaika au speaks to the sovereignty of the individual
- How one chooses to exercise their personal sovereignty in the work place can have a profound effect on how well a working group performs
- Examples: Random acts of aloha

Section 4

ALOHA 12 Hawaiian Values (separate handout)

- Not about making everyone a Hawaiian
- Everyone has values
- These Hawaiian values are intended for application specific to the Sutter Health Kāhi Mōhala workplace as a condition of employment

Section 5

Optional Tutorial Programs

- **Understanding Hawai'i: It's a Small World**
A tutorial ramp-up for business folks doing business in Hawai'i requiring some knowledge of how Hawai'i works.
- **Navigating the People & Cultures of Hawai'i**
A special tutorial that snapshots each of the 12 major ethnic cultures outlining the main cultural behavior traits of each. Directed toward larger employers facing the challenges of managing a culturally diverse employee base where cultural conflicts occur.
- **Cultural Primer on the Socio-Political-Cultural-History of Hawai'i**
A special course that covers the compelling political, social, and cultural history of the Hawaiian Islands from its volcanic origins, original settlement, and European discovery. Tracks the dramatic transitions from independent kingdom, to Republic, to U.S. Territory, to becoming the nation's 50th state.



The 12 Hawaiian Values

There are far more than 12 Hawaiian values. The ones presented here are selected as appropriate to a fundamental values training program. All Hawaiian words have more than one meaning and the context for its use determines the specific interpretation. Also, many words with the same spelling can have very different meanings particularly when diacritical marks, which function like an alphabet, are used in spelling the word.

The definitions used here are intended for application in a workplace environment as it might contribute and strengthen workforce relationships.

- 1 Aloha** is the most intimate of all greetings. The unconditional extension of trust and friendship to include strangers. Taking responsibility for those to whom aloha is extended insuring their safety, well-being, and peace of mind. Also extended to places and the physical environment implying stewardship obligations as an expression of caring for the condition of such places.
- 2 Alaka'i** is both a noun and a verb. The noun being a person who is a leader and the verb being the act of leadership by guiding or directing. As a value Alaka`i is about a person's willingness to assume the responsibilities of leadership.
- 3 Hanohano** is to conduct oneself with distinction, honor, and dignity. It describes a stately and regal bearing that one earns through acts of distinction.
- 4 Ho'omau** speaks to perseverance and endurance. To be unceasing and committed to achieving a goal or completing a difficult task.
- 5 Ho'ohiki** is about keeping your promises. It is the equivalent of a pledge or oath and a serious commitment to doing what you say you're going to do.
- 6 Ho'oheno** To sincerely cherish and love another. To be demonstrative in your affection.
- 7 Po'okela** speaks to the strive for excellence. To excel, to surpass, to set your sights to the highest level of achievement.
- 8 Kōkua** is the act of being helpful. To provide relief by assisting others. To lend support whereby one assumes the same sense of responsibility as the receiver of the assistance toward completing a task or activity.
- 9 Kuleana** to view responsibility as a privilege and honor. To accept responsibility as a duty, not in pursuit of reward, but because it is the right thing to do.
- 10 Kūpono** is about uncompromising honesty. To be fair and just in your relationships. To always seek the just and decent path in your dealings and decisions.
- 11 Lōkahi** meaning unity, to be expressed with harmony.
- 12 Laulima** is the condition of cooperation that causes everyone to work together toward a common goal. It is about many hands working together without attention to rank or position so that one person's success is everyone's success.

Appendix



About Peter Apo

Peter Apo is a Native Hawaiian leader with a credentialed history of service to the people of Hawaiʻi. He has been blessed with leadership roles spanning both the public and private sectors in a long history of service with state and city government, the corporate business sector, and community-based initiatives.

He is President of The Peter Apo Company, LLC, a Hawaiian values-based corporate management strategies consulting firm. His distinguished career in public service includes serving on the first Board of Trustees of the Office of Hawaiian Affairs in 1980 followed by 12 years of service as a state legislator in the Hawaiʻi State House of Representatives. In 1994 he became Director of Culture & Arts for the City & County of Honolulu. In 1996 he assumed the position of Special Assistant on Hawaiian Affairs to the Governor. He subsequently returned to the City & County of Honolulu as Director of Waikiki Development. His most recent government service is as elected Trustee of the Office of Hawaiian Affairs from 2010 to 2018.

He was a Regent of Chaminade University, chaired the board of directors for the Historic Hawaiʻi Foundation and The Pacific Islanders in Communications. He further served on the board of the Hawaiʻi Visitors & Convention Bureau. He is a founding member of the Native Hawaiian Hospitality Association and served as its past chairman of the board. He was honored with a Department of Defense appointment to serve as Civilian Aide to the U.S. Secretary of the Army for Hawaiʻi.

Peter is also a prolific author of Op-Ed articles and manuscripts on Hawaiian politics and culture as well as a public speaker on a range of topics relating to Hawaiian culture, Hawaiʻi political systems, and sustainable growth issues. He continues serving the community on numerous boards and commissions. He is also an accomplished performing musician, singer-songwriter, recording artist and a winner of the prestigious Na Hoku Hanohano Hawaiʻi music award.

Peter continues to champion a Hawaiʻi future based on sustainable growth policies and Hawaiian values-driven corporate leadership. He is outspoken about a 21st century island-friendly future that insures quality of life opportunities to all socio-economic-ethnic sectors of Hawaii's people as expressed in a song title – "Hawaiʻi-Loa Ku Like Kakou" translated "All Hawaiʻi Stand Together".



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