

## POLYNESIAN VOYAGING SOCIETY

### Summary

The Charter of Incorporation of the Society says that the purposes of the Society are as follows:

To sponsor or conduct, or both, research on the manner in which Polynesian seafarers settled Hawaii and other Pacific Islands by investigating through experimental and other means the canoes, navigation systems and other technical and cultural factors that enabled Polynesians to undertake successful voyages of discovery and settlement.

To disseminate the resultant research findings by producing or publishing articles in scientific journals, books, films, or other instruments of communication in order to inform the public about Polynesian voyaging, and to make available data that might be useful to scientists and others engaged in maritime endeavors.

The mission of the Polynesian Voyaging Society (PVS) is to demonstrate the achievements of the ancient Polynesians, who are ancestors of the native inhabitants of the 50th State. Polynesian Voyaging Society has demonstrated a commitment to its mission and has, with community assistance, accomplished a great deal since its inception. In 1975, PVS built Hokule'a, and on two occasions, the Hokule'a sailed to and from Tahiti without instrumental navigation. The 1976 voyage was part of the United States Bicentennial Celebration. As a result of the voyages, PVS published a series of classroom booklets for students and educators and worked extensively with the Bishop Museum in Honolulu, Hawaii, the main repository of information on Polynesia to incorporate Polynesian voyaging into the Museum's daily planetarium program - to date an estimated 160,000 tourists and Hawaii residents have seen the program. The voyages also resulted in newspaper articles, magazine articles, radio and TV programs, two films and two books.

1978

Communication Audit for Polynesian  
Voyaging Society

By Marlene Among

I. INTRODUCTION

A. Structure and Function of This Organization

The Polynesian Voyaging Society (PVS) is a non-profit organization formed in 1973. The purposes of the PVS are as follows:

(1) To sponsor, or conduct, or both, research on the manner in which Polynesian seafarers settled Hawaii and other Pacific Islands by investigating through experimental and other means the canoes, navigation systems and other technical and cultural factors that enabled the Polynesians to undertake successful voyages of discovery and settlement.

(2) To disseminate the resultant research findings by producing or publishing, or both, articles in scientific journals, books, films, and other instruments of communication in order to inform the public about Polynesian voyaging, and to make available data that might be useful to scientists and others engaged in maritime endeavors.

(3) To provide ocean-oriented experiences that will assist any interested person in recognizing and understanding selected and timeless cultural values prominent in Hawaiian and other Polynesian cultures; in order that

these people might enrich their personal value systems and develop a deeper sense of appreciation for the Hawaiian and Polynesian cultures.

Multi-racial members of the PVS built the Hokule'a, a 60 foot double hulled canoe to answer the questions of whether the ancient Polynesians regularly navigated the 3,000 mile course between Hawaii and Tahiti. Builders of the canoe found that centuries before Columbus, Polynesians aboard voyaging canoes explored a huge triangle of the earth's surface, with Hawaii, Easter Island and New Zealand as its outer limits. Guided by stars, currents, birds, winds, and ocean swells, they accomplished incredible feats of navigation and seamanship as they sailed across thousands of miles of open ocean.

In 1976 and 1980, the Hokule'a successfully completed two round-trip voyages to Tahiti. The voyage in 1976 of the Hokule'a to Tahiti was guided by a Micronesian navigator, Mau Piailug, deeply experienced in his people's non-instrumental techniques. This voyage showed that the Micronesian methods are adaptable to use outside the traditional Micronesian sailing routes, and in a different environment of wind, weather, and sea. The voyage in 1980 carried the adaptation of the Micronesian methods, by documenting and evaluating the learning and use of these non-instrumental techniques by a Hawaiian navigator, Nainoa Thompson, without traditional background in that culture.

The PVS is unique in that decision making, implementation of policy, management and control of activities of the

organization are the responsibilities of sixteen (16) Directors, who are volunteers and one paid part-time administrative assistant.

The PVS is structured as follows:

Member - A member is defined as one who has, and continues to maintain to the present date, payment of membership fees as determined by the Board. Length of membership is defined as one year.

Board of Directors - The Board as used here is a formally organized citizen group consisting of elected or appointed officials who have responsibilities for managing and directing the activities of the organization toward the fulfillment of the organization goals and purposes.

Advisory Committee - Members are individuals with unique and specialized skills providing their resources to the organization. The organization means the Board, officers, committee heads, and membership. Their role is strictly advisory.

Committees - Established to fulfill the objectives of the organization through program activities as determined by the Board. The activities and budget of any committee must first be approved by the Board through a proposed plan submitted by said committee.

Chairman of Committees - are appointed by the Board. In turn they select their own committee members who may or may not be members of the organization. Chairmen of Committees report and are directly responsible to the Board.

Captain of the Hokule'a - Any individual or individuals serving in this capacity is appointed by the Board. The board has ultimate control and responsibility for the Hokule'a which is deemed a part of the corporate's assets, and the captain serves under the direction of the Board. The Captain's role is to assume overall responsibility for the care and maintenance of the Hokule'a, its equipment, and seaworthiness. He/she is not limited in delegating tasks to ensure that the above responsibilities are carried through. The crew of the Hokule'a reports directly to the captain, who oversees the canoe operations.

Role of Officers: President - shall preside at all general membership and Board meetings. He shall have the responsibility and authority of implementing all Board policies, corporate contracts, applicable laws, and such other duties as are assigned to him by the Board.

Vice President - At the request of the President, or in the event of his absence or disability, the Vice President shall perform the duties and possess and exercise the powers of the President; and to the extent authorized by law, the Vice President shall have such other powers as the Board may determine, and shall perform such other duties as may be assigned to him or her by the Board.

Secretary - Secretary shall have charge of such books, documents and papers as the Board may determine and shall have custody of the corporate seal.

Treasurer - The Treasurer shall have the custody of all funds, property, and securities of the corporation, subject to such regulations as may be imposed by the Board. The Treasurer shall sign all receipts and vouchers, and, together with such other officer, if any, as shall be designated by the Board he shall sign all checks of the corporation except in cases where the signing is designated by the Board. The Treasurer shall enter regularly on the books of the PVS a full and accurate account of all monies received and paid.

Administrative Assistant - Responsible for all program planning implementation and evaluation; coordination of all office procedures; assumes tasks and responsibilities as determined by the Board; prepares reports including considerations and recommendations for solutions of administrative problems, and oversees all program activities as determined by the Board. The administrative assistant is directly responsible to the President.

## II. COMMUNICATION OVERVIEW

### A. Structural Definition of Communication

As human beings, we are all going to live out our lives in social organizations/systems. A social system has to have force to bind it together and a solid foundation for its maintenance, and an authority system for legitimate sanctions. Force. . . naked power. . . individual's purposes and goals are always at war with the authority system. The authority system

is trying to boarden and deepen its authority, while force is trying to contract the base of authority.

As individuals's functioning in functioning organizations/ social systems we strive for proficiency--a ratio of effectiveness to efficiency. To be an effective communicator is an ideal concept because effectiveness requires infinite time, timeless space. To be an efficient communicator requires no time, spaceless time and this is impossible and unrealistic because anything we do as humans takes time. Existence in the real world with real people is an exchange between effectiveness and efficiency indicating our level of proficiency.

As communicators, we are at some level of proficiency and as we course through time we never remain at the same level of proficiency.

Organizational communication is the structure of created and exchanged messages within a process of interdependent relationships to cope with environmental uncertainty. An organization is in process, a functioning open system. An organization itself has no purposes, no goals and no intent. The organization has objectives. The organization is purposing and goaling. It is the individual who has purposes and goals and intent. Purposes cannot be concluded for purposes have an indeterminate time frame for all time without any real conclusion. Goals, on the other hand, can be concluded for goals have a determinate time frame.. All organizations are in flux with the independent goals and purposes of individuals and the functioning system.

Communication is structure. Communication is real, and that which is real has structure. The structure of communication has four dimensions and an individual has one dimension relevant to communication. . . independent force. You cannot have your identity and communicate because identity is antithetical to independence. If you don't want to give up your independence then you don't communicate, and you don't increase your proficiency. Communication structure is not dependent force. It is a shared logical structure in process and is purposing if its intent is unity and is goaling if its intent is concludable.

The structure of communication is a communicative dyad which requires sharing. Sharing is a non-zero game and it involves the sharing of information. Essential to the communicative dyad is mutual intent, sharing an intent in order to fit into the structure of communication. If not, then you have independent force which takes with it identity, independence, and intent. For that reason, communication is very rare, very uncommon. Within our lifetime, there are microscopic spans of time and within that span, communication happens in an eyeblink. It happens so fast that giving up our identity and independence is painless.

The four dimensions of communication encompasses four relationships--wealth, service, power, and love. All goals for communication fall into wealth and service relationships. All communication begins at the wealth level between management and labor. To be considered a unit of wealth it must be something which most of us regard as having value, and is scarce



and to be controlled. For example, labor wants to know how much money he will make not what management has to offer in meetings, etc. Management gives labor just enough to keep him going. When labor organizes (which is not communication but force) it is an expression of a need for information flow to integrate private goals with the organizations goals. The communicative dyad then moves into the service relationship where both individuals are failing, but as the relationship terminates, the information is shared, and both individuals succeed.

All purposes for communication fall into power and love relationships. Once the information is received labor moves from service to a powering relationship where the individuals want a determining element within the system. In this relationship one never knows who is succeeding or failing. We do know that if one is succeeding, the other is failing. Once there is mutual acceptance the relationship moves from a powering dyad to a loving dyad where both are winning and succeeding.

Again, it must be emphasized that communication happens in an eyeblink. Communication is very rare. When it does happen you give up your identity and independence and the communication dyad falls into the four relationships of wealth, service, power and love. If you don't want to give up your independence and identity, then you don't communicate and you don't increase proficiency within the organization.

(Separated out of the structure)  
Equivalence                      Contradiction

Open/Conflict/Immature                      Closed/Harmony/Mature

End State:

<p>POWER</p> <p>Function: To Determine</p> <p>S&gt;F F&gt;?</p> <p>Imperatives</p>	<p>LOVE</p> <p>Function: To Accept</p> <p>S&gt;S F&gt;?</p> <p>Exclamations</p>
<p>WEALTH</p> <p>Function: To Control</p> <p>F&gt;S S&gt;?</p> <p>Deceptive ques- tions</p>	<p>SERVICE</p> <p>Function: To share</p> <p>F&gt;F S&gt;?</p> <p>Declaratives</p>

Purposing: Unity  
Dyads: male like  
Failing

Goaling: Independence  
Dyads: female like  
Succeeding

(Separated out of the structure)  
You, individual (independence, identity  
intent)

B. Actual Processes of Communication

Because of the uniqueness of the Polynesian Voyaging Society, the audit procedures will give attention to the overall communication system and to specific communication activities relating to parts of the system. In looking at the macro aspect of the communication system audit, attention must first be given to the PVS's objectives (previously listed in the Introduction) and plans. In keeping with the objectives, the PVS has planned another voyage of the Hokule'a to sail from Hawaii to New Zealand and return. The goal is to provide people the opportunity to relive, feel, and better understand what were the survival experiences of the first voyagers to Hawaii. And to provide the peoples of the Pacific with another real symbol of self pride and their common cultural and economic interests. The objectives and plans of the PVS mold the communication policies. These policies represent the Board's guidelines which governs the communication activities that moves the PVS toward its goal. Analysis of communication activities with the PVS should determine the degree of proficiency with which the communication policies are being implemented. The micro aspect focuses on the individual communication activities within the organization (previously listed in the Introduction - roles) and the adequacy of the performance to meet the objectives of the communication activity.

### III. THIS ORGANIZATION'S COMMUNICATION

#### A. Face-to-Face (dyadic) Communication

The two party relationship. . . boss-subordinate. . . the dyad plays a significant role in the climate of the organization. There are many variables which effect the climate of the dyad: perception of each communicator, nature of the relationship, and amount of trust each displays to the other.

A supprotive climate is created in an organization when recognition, caring, trust, positive reinforcement, equality, and empathy exist.

##### 1. Productivity Related Communication

The administrative assistant of the PVS meets weekly with the President to discuss the needs of the PVS and the methods to implement and disseminate the information to the Directors, members, and if applicable the public. The climate is one of support and a high degree trust within this communicative dyad. However, due to the lack of sufficient paid staff members the output of information is slow.

##### 2. Morale Related Communication

Again, it must be emphasized that the PVS has only one paid part-time employee, who is the gatekeeper of all the information which passes through the PVS. The morale is high, but productivity is slow. There are member-volunteers who do assist at the PVS's office, which gives them a deeper sense of belonging to the PVS's objectives. But the volunteer services still do not increase the productivity level.

### 3. Leadership Related Communication

Again, we have a unique situation here, the administrative assistant was already very interested and informed in the objectives of the PVS before employment. Consequently, many of the assistant's personal ideas are in direct cooperation with the PVS's purposes and goals. Since the assistant is directly responsible to the President, many of the personal suggestions are implemented within the Society's objectives.

In summary, because there is only one employee the face-to-face (dyadic) communication was focussed on the administrative assistant and the President of the Polynesian Voyaging Society.

#### B. Small Group Communication

A group is a collection of individuals whose relationships are interdependent. A small group can be defined as two or more people communicating face to face with a common purpose and awareness of one another. A group can also be a subsystem within an organization.

Groups are formed to fill the interpersonal needs through interpersonal relationships by feelings of inclusion--a need of belonging, control--a need of power, and love--a need for affection

##### 1. Formal

###### a. Productivity Related Communication

The Board of the PVS meet regularly once a month to carry out the objectives of the Society. Frequent workshops are scheduled to discuss and implement new ideas or solve specific areas of concern.

A goal setting workshop had been completed in which the objective of the session was to identify mission statements and challenge statements. The ideas presented fell into six mission categories: development and dissemination, research, art of voyaging, existence of Polynesian Voyaging Society, pride/cultural roots, and public information; and five challenge statements: financial support, people support, public information, organizational structure, and education and research.

b. Morale Related Communication

The output of the PVS is a mirror image of the productivity and morale of the PVS. The PVS fulfills the dreams of many of its group members. Since the Society is a non-profit organization and the Directors are not compensated, morale is kept high by the accomplishments of the Hokule'a and their affiliation with the Society. Recognition is constantly being given to the Directors by the President which satisfies the ego needs, social needs, and security needs of the individual Directors.

c. Leadership Related Communication

The President of the Society assumes the role of task leader at Board meetings. He does the job of facilitating group interaction and moving the group toward the objectives of the Society and completing immediate tasks. He is able to satisfy the socioemotional needs of its members by the degree of involvement he maintains for each Director.

2. Informal

a. Productivity Related Communication

Retreats are scheduled once a year with the Directors and their families. There is no agenda and the atmosphere is one of relaxation. The output after these sessions is a greater enthusiasm for the Society and its objectives.

Working on Hokule'a when she is on drydock gives all the opportunity to participate in the "hands on" experience. The purposes of the organization also become a life-sized reality than just words on a piece of paper.

b. Morale Related Communication

The grapevine exists with the Society. It is beneficial in getting information out regarding the activities of Hokule'a, and provides the Board with feedback regarding their objectives.

c. Leadership Related Communication

The committee head members of the organization meet once a month at informal rap sessions to discuss their committee's goals and to provide feedback that each committee is in focus with the Society's objectives. The President of the organization is not present at these rap sessions which allows for a free flow of information.

#### IV. DATA BASE

A. Methods Used to Gather Data

The methods used were observer and questionnaire/interview. As an observer, I was able to view first-hand the operation

of the PVS's office, Board meetings, committee meetings and informal gatherings. It provided information on the key individuals and the network direction of the Society.

A questionnaire was also submitted to each Director seeking their perception and knowledge regarding the Society. An interview was also arranged with each Director asking their opinion of the impact of Hokule'a.

B. Sampling Strategies

All sixteen (16) Board of Directors were included in the audit.

C. Procedures

1. Introductory Meeting: Initial meeting with officers of the PVS to review philosophy and procedures of the communication audit.
2. Objectives Meeting: Committee head members and officers of the Board met to discuss objectives of the PVS and structure of the Society.
3. Observation: Attendance at scheduled formal and informal meetings.
4. Interviews and Questionnaire: Interviewed the Directors and submitted questionnaire to each Director.
5. Data Collection: Secured data from observations, questionnaires and interviews.
6. Analysis and Meshing of Data
7. Data Analysis Meeting: Meeting to share data with all Directors and request feedback. Identified problem area.
8. Final Report Meeting: Submitted final report at Board of Directors meeting.



## V. ANALYSIS

### A. Communication Structures

#### 1. Power(ing) Relationships

Infrequently, the President of the Society will display his authority by delegating another director to take over an area of responsibility without any regard for that individual's preference.

#### 2. Loving Relationships

The President of the Society and the director reach a mutual agreement on the area of responsibility to be covered within the organization.

#### 3. Wealth Relationships

Discussion of salary increase between the administrative assistant and President and excuses are made in the form of deceptive questioning. . . How many hours have you been working during the week? Do you think the Society can afford a salary increase?

#### 4. Service Relationships

Sharing of information takes place at the Board meetings. When each committee head gives his/her report on the their committee's progress and questions are asked like: Where is Hokule'a? When is the next brown bag seminar?

### B. Communication Processes

#### 1. Current Dominance of Structures (most to least)

- a. Service
- b. Loving
- c. Power(ing)
- d. Wealth

2. Current Balance of Proficiency in Communication

p=E/e

a. Policies of the Formal Organization

Because of the uniqueness of the PVS, the policies have not been effected by the lack of staff. The Society has become dependent on volunteers, and thus have not changed their policies or objectives.

b. Practices of the People in the Organization

Due to the lack of staff, the people in the organization are expected to do their share of assigned responsibilities. There seems to be no inequality in the distribution of work load, and the majority of the members are more than willing to participate so that the objectives of the Polynesian Voyaging Society are fully realized.

VI. SUMMARY

The major theme that emerged seems to be to investigate. . . disseminate. . . educate all interested people of the history, culture and heritage of Hawaii through ancient navigational voyages. The Polynesian Voyaging Society also faces many identifiable challenges. The major concerns included developing a stabilized budget for operational purposes, maintaining participation by members and the general public, and continuing long-distance voyages.

# POLYNESIAN VOYAGING SOCIETY

P.O. Box 6037, BISHOP MUSEUM, Honolulu, Hawaii 96818 (808) 841-3966

## POLICY REGARDING PUBLICITY AND USE OF IMAGERY

A growing number of requests for permission to use the voyaging canoe Hokule'a in advertising, magazine stories, and films, make it apparent that if all requests were granted the costs to the Society and to its volunteer board would impede our progress. When such requests are granted, benefits must outweigh costs. The copyrighting of museum materials and displays serves as a precedent.

The Society does not desire overseas publicity. In the past, such publicity has brought little help, but many letters and early morning calls from would-be adventurers who misunderstand the Society's objectives.

Use of the canoe for advertising is restricted to those corporations who have become benefactor-members by a donation of \$2,000 or more. It would be unfair to them to permit the canoe to be used in their competitors' advertising. Plans for advertising which features Hokule'a must be approved by the Society.

Photographs and films of the canoe may not be reproduced without the permission of the Society. Writers requesting interviews must agree that \$100 per hour or fraction thereof of interview time will be paid by the publisher to the Society as a condition of the sale or employer's acceptance of a manuscript. Writers may obtain complete informative material free from the office of the Society.

The professional news media of Hawaii and Hawaii publishers whose major readership is Hawaii residents are exempted from these restrictions. In the past, these publishers have generously aided the Society by conveying its message to its most-important public, the People of Hawaii. Also exempted are non-profit, scientific, and educational media.

The Board of Directors, May 1, 1975

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HAWAII



TAHITI

BICENTENNIAL VOYAGE OF REDISCOVERY  
HOE AKU I KA WA'A