

Feature Article



Shaping Up

by
Sarah Lawrence

The feature article is written by a CSIS young professional describing a unique personal experience that altered their self-perception.

Last summer, I completed my first half-marathon – in Alaska. Not only was this a major step for me athletically, but achieving this personal goal taught me how better to link the physical and mental aspects of leadership that we talk about in AILA, and that are so prevalent in leadership training.

The motivation to run began last January when my friend suggested we do something fun – take on a project, “like Team in Training.” I hadn’t heard of it before, so I attended an information session. I learned that Team in Training (TNT) is the world’s largest endurance sports training program, run by the Leukemia and Lymphoma Society (LLS). The TNT staff and volunteer coaches commit to preparing people to complete endurance events if they commit to raising money towards cures for blood cancers like leukemia, lymphoma, and myeloma. The program seemed so well organized, the past participants were so passionate, and the staff was so sure everyone in the (cont p.2)

First Term of the Fellowship

On September 16, the [2007-2008 International Fellows](#) came together for the first time. Arriving from seven different countries to spend a week in advanced leadership training workshops, they are the largest and most diverse class of fellows to date.



2007-2008 fellows represent 7 different countries

The first term of the fellowship focused on conflicts in values and enhancing individual leadership ability through cross-cultural dialogue.

The nine fellows will return on April 26, 2008 for the second week for intensive discussions on “The Rise of Asia.” Learn more about the fellows below, or click [here](#) for their bios.



Left: [CDR Dan Murphy, USNA](#) speaks during a joint session between the [CSIS Military Fellows](#) and the International Fellows on the culture of the U.S. military



Above: The fellows visit Capitol Hill



Left: To emphasize cooperation, communication, and teamwork, the fellows spent a day at an outdoor leadership training facility

"Thank you for a sincerely wonderful and enlightening opportunity and for taking time to encourage open and intercultural dialogue between not only different cultures, but peoples."
-Ali Itani, 2007-2008 fellow, Lebanon

information session could be trained that I was overcome by the exciting, empowering sense of *why not?*

Physical activity was not completely new to me and it is something I've always enjoyed - once I get through the hard part. You know the part I mean - those first minutes. My mind and body resist the change in routine. Thoughts dart and zoom through my mind. I'm making lists, I'm planning - in short, I'm thinking instead of being. Therefore, as I began to train with TNT last winter, I realized that the mental aspects of endurance training would be every bit as challenging, and essential, as the physical aspects. It quickly became clear that in order to push myself through those first minutes and enjoy what came next, the two most important parts of my training would be 1) continuing to put one foot in front of the other, and 2) developing a habit - training my body every single day.

On June 23, I completed a half-marathon in Anchorage, Alaska, with my coaches and parents cheering me on. I ran 13.1 miles and raised over \$5,000; the experience truly changed my life. But it wasn't just the final achievement that was important. It was the training itself - the consistency of getting out there and working was what was truly transforming. It taught me that I can change my habits, train my mind and body, and enjoy the benefits. People do things like this all the time, but this was a big deal for *me*. I led myself to achieve a personal goal that at first seemed overwhelming, but turned out to be possible after learning a few valuable lessons.

The experience also stressed the importance of a lesson my parents have been teaching me my whole life - balance. (cont. p3)



**The
2007-2008 AILA
International
Fellows**

<p>James Vigil, USA</p> 	<p>Ghazala Amin, <i>India</i></p> 
<p>Vivian Tokai, Japan, Inamori Fellow</p> 	<p>Katsutoshi Arai, Japan, Inamori Fellow</p> 
<p>Jiyon Shin, South Korea</p> 	<p>Mariko Gakiya, Japan, Inamori Fellow</p> 
<p>Ahmed Keraidy, <i>Egypt</i></p> 	<p>Ali Itani, <i>Lebanon</i></p> 
<p>Abdul Moien Jawhary, <i>Afghanistan</i></p> 	

Interviewing History with John and Annie Glenn



John Schaus, Xiaoqing Lu, Annie Glenn, John Glenn, Shannon Hayden, Daniel Gregory

On September 17, 2007, [Daniel Gregory](#), program coordinator, *Abshire-Inamori Leadership Academy*; [Shannon Hayden](#), research associate and project coordinator, *Post-Conflict Reconstruction Project*; [Xiaoqing Lu](#), research associate, *Freeman Chair in China Studies*; and John Schaus, executive officer to the President, interviewed Senator John and Annie Glenn as part of the [“Interviewing History: Conversations with America's Leaders”](#) dinner series.



Left: John Schaus and Shannon Hayden listen to Annie Glenn, who was the first spouse to share the stage for an *Interviewing History* dinner

Right: John Glenn's trip around the Earth aboard *Friendship 7* was one of several landmark accomplishments discussed during the interview



Right: John Glenn and President Kennedy - The Glens exude a warm approachability in spite of lives among celebrities and the political elite



"The Glens are extraordinary not only for the history they have shared and shaped, but because they embody real American heroism. Their lives together have survived war, space, the tumble of politics, the public spotlight, separation, space again, and time." -Linda Jamison, *introducing the Glens*

whenever I seem out of sorts to my parents, their first response is to ask if I'm getting enough of the "big three": sleep, food, and exercise. I am only performing at 100% capacity when I balance the important things in life, and I never could have successfully trained if I hadn't maintained that balance. And despite the significant time commitment that the training required, the overall experience actually helped me excel in all aspects of my life, particularly due to the team aspect of the training. Leadership scholar James Macgregor Burns described how transformational leadership "... occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality." That's what happened to me. Being surrounded by positive leadership role models enabled me to be my best self, not just in running, but in all areas of my life. When I completed that half marathon on that 50 degree Alaskan summer day, I had only just begun a new approach to the way I live my life—an approach I continue to develop, one step at time.

Sarah is a Corporate Relations Manager with the Office of Strategic Planning

Kyoto Prize 2007

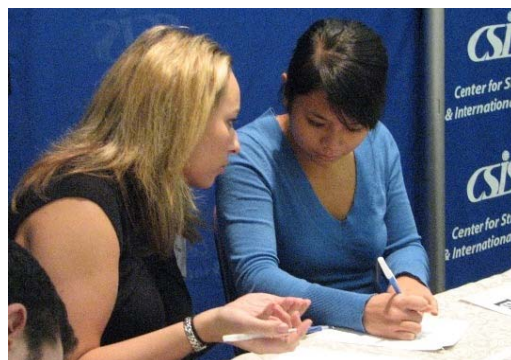


Monica Kohli, Daniel Gregory, Linda Jamison

On November 10, AILA staff attended the 23rd annual [Kyoto Prize](#) in Japan. The international prize was founded by the [Inamori Foundation](#) to award accomplishments in advanced technology, basic sciences, and arts and philosophy. *Click [here](#) for pictures*

Debate Debate Debate

This summer, AILA hosted its first debate clinic. The 8-part workshop, directed by [Bill Taylor](#), *senior advisor, CSIS*, and Eric Malis, *intern, AILA* aimed to make the 32 intern participates more persuasive and confident when arguing policy. The debate format that AILA has designed focuses on impromptu speaking and the quick preparation of concise arguments. The clinic culminated with interns debating in front of an audience of sixty peers and scholars.



Above: As a reward, [Richard Danzig](#), former Secretary of the Navy, met privately with the first clinic's final debaters. The debaters also met with [David Abshire](#)

Left: Debate partners Tara Callahan and Mai Truong, CSIS interns, participate in the culminating event for the fall clinic—a 32 person speed debate with participants from The Brookings Institution, CSIS, Georgetown School of Foreign Service, Woodrow Wilson Center, and Young Professionals in Foreign Policy

"The debate workshop was worthwhile because we had to debate issues we hadn't thought about in a systematic way before."

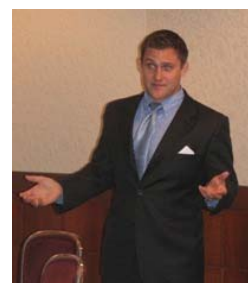
-Hilary Drew, *intern, Russia and Eurasia Program*

Intern Spotlight

As AILA's momentum continues to grow through its fifth year, we take this opportunity to highlight the talent and contribution of our interns.



Left: Eric Malis, a first year law student at George Washington University, co-directed AILA's first debate clinic



Left: Tyson Meadors, Midshipman, First Class, USNA, who spent two years living in China, hosted an event on strategic decisionmaking while at CSIS



Left: Jennifer Peterson, a former Army Senior Analyst, briefed her peers on tracking insurgency funding in Iraq



Left: Sumithra Rajendra, a Fulbright Scholar from Malaysia and 2006 All-Asia Interservice Debating Champion, co-directed the fall debate clinic

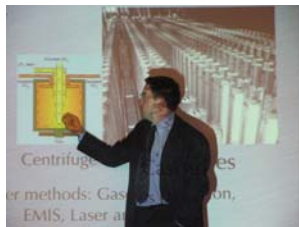
In addition, Michelle Bostic and Jack Vine, two Midshipmen, *First Class, USNA* contributed as AILA interns. Bostic, an English major, assisted in editing the [spring 2007 issue of Leaderscript](#). Vine, who had just returned from Marine training in Quantico, VA, assisted during AILA's largest events of the year, as well as provided early preparation for the [fellowship program](#).

Curriculum Highlights



[David Heyman](#), director, Homeland Security discusses his career

[Johanna Mendelson Forman](#), senior associate, comments on a film about Haitian athletes



[Jon Wolfsthal](#), International Security Program, explains nuclear technology

[Kathleen Hicks](#), International Security Program, discusses her career in government



[Bates Gill](#), former Freeman Chair in China Studies, briefs participants on the current issues facing China



Jake Harrington, former research associate, and [Sam Brannen](#), fellow, International Security Program, discuss their trip to Iraq with the Jones Commission

Discussing Decision 2008

–Written by Sumithra Rajendra, AILA intern

On September 28, Republican presidential candidate Michael Huckabee addressed CSIS on "[Paths and Priorities in the War on Terror](#)". The former Governor of Arkansas was invited to speak at CSIS as part of the [Decision 2008 Presidential Candidate's Forum](#). Immediately following the speech, as part of AILA's parallel series, five interns were selected to lead a discussion about the governor's platforms and provide their insights on his ideas. At the luck of a random drawing, I was chosen as one of the discussion leaders.



Sumithra Rajendra, intern, AILA

Prior to interning at CSIS, I had never heard of Mike Huckabee. I had thought this was a result of my limited exposure to the presidential race as I only recently moved to the United States, but I soon learned that most of my fellow panelists were not too familiar with him either; this was well before Huckabee's rise in the polls. My research found the governor to be a mixed bag. Not only is he a politician who took both typical and very atypical stances, but he is a pastor, a health enthusiast, and a bassist in a band.

I found him to be fairly eloquent, but our panel expressed both praise and critique of his platform. The governor made bold statements about patriotism and suicide bombers, but offered more nuanced recommendations on education, health care, and defense. During the discussion, my fellow panelists and I dissected the governor's ideas, debating their depth and feasibility. Other interns and staff in attendance offered their opinions and several of CSIS's [military fellows](#) were on hand to help evaluate the proposed military changes. I am not sure how many votes Huckabee won with his address, but it was a remarkable experience to watch democracy unfold – it is not something that occurs often enough.

Quotes from the Curriculum



"Don't spend too much time thinking about what the best possible option may be. It's wasted energy because you don't know how anything will turn out."

–[Jon Alterman](#), director, Middle East Program on making a career in policy

"In leadership, you must show confidence. Explain your mission – the why, the how, and in the end, get them to do it with a smile on their face."

–[Bill Taylor](#), senior adviser, CSIS on the role of persuasiveness in leadership

