



**The Leadership Development Class (LDC) for the East-West Center  
YSEALI Institute on Environmental Issues  
Summer 2014**

**What is the Leadership Development Class (LDC)?**

Teams receive specialty training, coaching, and exercises that help them lead personal and group changes. The classes provide an opportunity to practice leadership skills and improve teamwork capabilities, while deepening understanding of leadership styles. Participants will gain greater understanding of how to lead themselves, groups, organizations and networks. These include classes and exercises at the East-West Center campus as well as off-campus activities.

**What are the three driving questions of the Leadership Development Class?**

**1. What's going on?**

Leadership is contextual. To lead, one must understand the setting, people involved, and issues at stake. In the Institute, this means having a broad cultural understanding, respect for and communication with people different than yourself, and knowledge of issues from a diversity of global perspectives.

**2. What actions are required?**

Once you have a sense of what's going on, it's time to consider what action is needed to improve or change the situation for the better. This is where knowledge of leadership styles and strategies helps. Observe leaders that you know and are successful. Pay attention when things go wrong for leadership and why. Reading, observation, and personal experimentation will help you know and feel what actions are required in a situation.

**3. Where do I fit?**

Now for the fun part! This is where you refine your own leadership style. Pay attention to when you feel at your best leading. Experiment with new ways of leading. Don't be afraid to fail – the only real failure is not learning from your mistakes. To answer this question, you need to understand what your strengths are. You need to find out where your leadership 'sweet spot' is – that's where your position, social identities, strengths, and passions converge. This is the space where you can make the most positive impact right now.

The driving questions are further exploring by using the EWC Leadership Action Framework steps: Diagnose, Ideate, Accelerate, Launch and Learn. By following these steps in each situation you will find out what's going on, what actions are required and where you fit!

**What are the three levels of leadership the Leadership Development Class covers?**

The Institute aims to increase your confidence and ability to act in equal proportion to your increased understanding of challenges. We want to develop leaders that act with wisdom and optimism. If you ever feel paralyzed by the problems we are exploring, talk to staff. We understand the problems are big, but so are your strengths and the opportunities.

We will focus on leadership starting at the internal, personal level then working out to small groups and ultimately to leading large entities and organizations. The levels are captured below:

**Individual – Self Leadership**

*"If you don't know which port you are sailing to, no wind is favorable" Seneca*

*"To lead others, you must first lead yourself"*



**Group – Team Leadership**

*“Never doubt that a small group of dedicated people can change the world, indeed it’s the only thing that ever has” Margaret Mead*

**Organizational – Network Leadership**

*“We will never solve problems at the same level of thinking as we created them” Albert Einstein*

**What topics will be covered in the LDC?**

We intentionally adapt the curriculum to respond to the cohort’s needs and interests. Below is an outline of the curriculum with what to read, prepare, expect on the day, and do afterwards.

**Outdoor Teambuilding Leadership Challenge – Tuesday, May 13**

Read: *Exploring Leadership* Preface and Chapter 1

Prepare: Take the Kolb Learning Style Quiz

Learning Methods: Physical activities in teams

Description: Explore your leadership learning style through experiential activities. Build connection and communication with cohort members. Establish agreed upon Ground Rules with the cohort.

Post: Reflection

**Introduction to Leadership - Friday, May 16**

Read: *Exploring Leadership* Chapter 2

Learning Methods: Warm-up exercise, partner and small group discussion, film clip analysis

Description: We will compare our beliefs about leadership and discuss our images of good leaders and leadership, as well as followership. We will explore definitions of key leadership theories and the evolution from more top-down to more networked leadership, including: Trait, Behavioral, Situational, Influence, Reciprocal, Servant, Transformational, Complexity, Adaptive, Shared, and Authentic leadership. You will work in a team to identify leadership theories demonstrated in recent movie clips using the LCD padlet page online. Throughout the class, emphasis will be on what types of leadership you currently practice and want to develop more.

Post: Reflection

**Culture and Leadership / Team Dynamics - Tuesday, May 20**

Read: *Exploring Leadership* parts of Chapters 5 & 8

Learning Methods: Simulation, debate, role-play

Description: We tackle head-on the challenges of cross-cultural communication and adjustment to international living and teamwork. Now that you have some experience in Institute teams through your first LITE (Leadership Immersion Training Experience), we will explore team dynamics and dysfunctions. The result will be more open dialogue and feedback about team roles moving forward.

Post: Reflection

**Group-Decision Making & Inclusion - Friday, May 23**

Read: *Exploring Leadership* parts of Chapter 5

Learning Methods: Game, group simulation, personal reflection & discussion

Description: The group will try a warm-up game comparing two leadership styles and debrief pros and cons of each. The main activity will be a challenging group simulation where you must make a difficult decision after being “stranded on an island”. The point is to understand different ways of making a group decision and to experience one type in particular, consensus decision-making. Communication skills are emphasized in this class with strategies provided from the Appreciative Inquiry model, with a final exercise to practice the skill.

Post: Reflection



**Your Personal Leadership Plan** - Wednesday, May 28

Learning Methods: Drawing, charting, visualizing, paired discussion

Description: This class pushes you to reflect deeply on your values and vision. It starts in your past with key moments in your leadership development, continues into the present, and asks you to see into the future(s). You will inspect the filters through which you view the world, notice where the lens is clear and where there's blind spots. The result will be a 5-10 year personal leadership plan.

Post: Reflection

**Coalition Building & Advocacy** - Friday, June 6

Description: This LDC takes place in Boulder, Colorado, which is a prime community to look at advocacy and coalition building. We will explore leadership at a more macro level of organizations and networks, which are necessary for tackling large, complex issues. The details of this class will be determined by the cohort's development and needs.

**Where do the classes take place?**

The classes are intentionally set in a variety of locations. Locations include: a camp on the North Shore, Hawaii Nature Center, EWC Friendship Circle, Honolulu's biggest park, an "Island", and Burns Hall.

**What do I read to prepare for the classes?**

The core text is *Exploring Leadership: For College Students Who want to Make A Difference*, 3<sup>rd</sup> edition, by Komives et al. This text and the activities book are leading guides for leadership courses and programs across the U.S. including at the University of Colorado-Boulder.