



The Leadership Immersion Training Experience (LITE) and East-West Center PEARL Leadership Action Framework

Summer 2014

What is a Leadership Immersion Training Experience (LITE)?

LITE is a service-learning and teambuilding opportunity EWC Instructor Lance C. Boyd has designed specifically for EWC Institutes for the Environment. LITE blends or combines online learning, classroom work, site visits, stakeholder surveying, and service for a client. The Institute contains five (5) LITEs between four (4) to six (6) days long. Each immerses teams into leadership roles demanding a new, innovative initiatives for a collaborating client using the PEARL Leadership Action Framework. Clients have been secured by the EWC and include an agricultural research center, an ecotourism business, an architectural and urban planning firm, and the US State Department. In addition, participants will serve as environmental consultants for one American family providing an up-close and personal experience with American culture.

Which topics will the LITEs in Hawaii cover and who is the client?

Here is more detail on the LITEs in Hawaii with corresponding YSEALI driving questions:

LITE #1 Agriculture/Water Issues

What is going on? The current US agriculture system is dominated by energy, water, & pesticide intensive factory farms.

What leadership actions are needed? The US needs less intensive 21st century agriculture practices yet must contribute to world food security.

What can you do? Support YSEALI client Hawaii Agriculture Research Center (HARC) Executive Director & scientists with a new initiative.

LITE #2 Natural Resource Management (NRM) Issues

What is going on? Hawaii hosts 1.4 million residents who increase by 150,000 every decade & 8.0 million visitors per year who cause \$6.2 billion in environmental degradation.

What leadership actions are needed? Help prevent development & conserve resources for Hawaii's 21,000 recorded species.

What can you do? Support YSEALI client Kualoa Ranch owner David Morgan with a new initiative.

LITE #3 Energy/Garbage Issues

What is going on? The US energy system is wasteful, outdated, & a major cause of climate change.

What leadership actions are needed? Leaders must develop strategies for Americans to reduce fossil fuel consumption, lower bills, & reduce their environmental footprint.

What can you do? Empathize with the predicament leaders have put Americans into & collaboratively develop an initiative for YSEALI client your American host family.

What are the expected outcomes of each LITE?

During each LITE, you will be expected to complete the following:

- 1) Form a team & support member learning via readings, video lecture, LJs, debates, & workshops
- 2) Develop an initiative, a SWOT issue analysis, & final Social Business Canvas shared by website (use wix.com) for a YSEALI client
- 3) Document team members' learning process, reflections, & growth during the LITE

What is East-West Center PEARL?

PEARL stands for Programs in Education, Application and Research in Leadership (PEARL). PEARL carries out multiple leadership programs each year. Current examples for 2013-1014 include: The Asia Pacific Leadership Program, SUSI/YSEALI Institutes on Environment, The Brunei-US ASEAN Leaders Program, The Pacific Island's Leadership Program, the Advanced Leadership Program, The United Nations University PROSPER Program, Pacific Islands Women Leaders Program, The MARA High Potential Leaders Program, The Myanmar Futures Exchange and the China SASAC SOE Leaders' Program. These programs range in length from 9 months to one week and have various specific issue foci.

What is the PEARL Leadership Action Framework?

The PEARL Leadership Action Framework or 'the Model' as it is also known, was developed specifically for participants in PEARL leadership programs. It is THE central guiding process of the Leadership Immersion Training Experiences (LITE) and provides emerging leaders a step-by-step process to follow to improve their community. It is designed to welcome disruption, foster innovation, and prioritizes questioning one's own hypotheses, experimentation over detailed planning, and feedback over intuition. We believe it can help leaders fail fast and focus on learning from those failures to build more resilient and successful leadership capacities.

Why did PEARL develop a Leadership Action Framework?

The Center has over 50 years of experience in working with leaders from across the region and in diverse fields. The Center's approach to active engagement of leadership challenges across disciplinary boundaries and within diverse cohorts challenges participants' assumptions, stretches their perspectives, and inspires actions. However, in our experience we have found that participants can become attached to a 'great idea' (typically a technical solution) while in Hawaii only to return home and discover either that solution has already been attempted, the issue is an adaptive challenge requiring underlying issues to be addressed first, or community stakeholders were not supportive. Therefore, we developed an alternative: a process for leaders to use upon returning home rather than an outside 'solution' to propose. This process, intended to be repeated several times, empowers leaders to co-develop action plans, create grassroots stakeholder support, and find organic innovation.

What is the PEARL 'Leadership Action Framework' based upon?

The PEARL 'Leadership Action Framework' is part of the East-West Center's experiential learning strategy and is based on five main tenants:

First, because leadership requires self-awareness it is a competency that is better learned through guided experience and reflection rather than traditional academic study.

Second, developing self-awareness is best done in conjunction with others from diverse backgrounds and in the context of problem solving.

Third, the issues addressed must be 'real world' and place specific. The Center examines global trends and issues but focuses on how they affect and reflect specific Asia-Pacific communities.

Fourth, given the complexity of many emerging trends leaders must have the capacity to reach across disciplinary or other boundaries by learning to ask the right questions.



The fifth tenant involves the need to be challenged. Effective leadership learning can be difficult and requires participants to step out of their comfort zones. Designing the types of learning that fits these tenants requires the wisdom that 50 years of experience brings.

What leadership model is required for the PEARL 'Leadership Action Framework'?

Our programming does not push one leadership model but rather highlights the variable needs of situations and diverse approaches to leading. This diversity is in part driven by the variety of our participants each of whom discovers their own leadership biases, strengths and weaknesses. Understanding one's context (emerging trends and the nature of communities) and personal leadership approach are the foundations to identifying where and how one can be most effective as a leader: where the participant fits.

At the EWC, we believe leadership cannot be taught but can be learned. One is not born a leader but everyone can become a leader. Therefore, through practice and reflection we seek to help the leader in each of you emerge even more fully. The PEARL 'Leadership Action Framework' was developed to provide a process to follow during your leadership practice.

What is the role of a learner in a program that uses the PEARL Leadership Action Framework?

The role of the learner in a PEARL program setting is different from traditional settings. In a PEARL program, the process of learning is driven by the learner and facilitated by the instructor. In this model, learners move to the center of the learning process and must take a more active role in their own learning journey. The PEARL 'Leadership Action Framework' provides a process to guide learners through this process.

Learners in a program that use the PEARL 'Leadership Action Framework' become investigators and active problem-solvers who construct knowledge for themselves during their classroom workshops, social interactions, discussions with community members, and independent background research. Participants construct their own understanding by connecting what is being learned with their own prior knowledge, experience, and team project.

What is the PEARL Leadership Action Framework step-by-step process?

The step-by-step process is as follows:

Step 1: Diagnosis

Diagnose an issue(s) by completing background reading (these are provided during the Institute) & consulting the visible and 'invisible' members of the community. Diagnose the possible futures or complete a SWOT Analysis of the issue. Determine if a challenge is political (adaptive) or technical. Map stakeholders and identify 'customers.'

Step 2: Ideate

Ideate requires you to imagine solutions & identify partners with whom you can collaborate (EWC will do this during the Institute). Brainstorm many possible innovations & partners. Commit to a 'short list' of ideas & develop a social business canvas for each.

Step 3: Accelerate

Accelerate your initiative by sharing your 'short list' canvas with 'customers' and stakeholders. Rigorous acceleration requires a keen ear for both confirming & disconfirming data. Focus on failing fast & improving from feedback while the project is still young. Can you present stakeholders with multiple alternatives, incorporate advice, & see beyond your 'brilliant idea'?

Step 4: Launch & Learn

In this step, you will 'reality test' your initiative with the client (arranged by EWC in the Institute). You will receive valuable feedback from experienced leaders who have



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dedicated their life to this cause. Go beyond seeking approval from them. Client approval is the first step but will not determine success of your initiative. Create a “learning project.” How will you maintain resilience in yourself and in your plans during this step?