The 2006 AILA International Fellows returned to CSIS on September 25-29 for a second term of training, "Global Leadership Challenges: Energy, Demographics, and Security." This final week complemented the first term by exploring how the previously discussed leadership issues could be applied to global challenges. The fellows returning for the second term were Claire Bai, China; James Kondo, Japan; Kenichiro Oku, Japan; Iñigo Salvador, Ecuador; and Abba Tahir, Nigeria.

The majority of the term comprised intense sessions relating to the week's theme, led by a combination of CSIS scholars and outside experts. The in-depth knowledge of the experts, in tandem with the diverse international perspectives of the fellows, provided a stimulating experience that not only encompassed the U.S. view, but also revealed how emerging leaders from around the world are approaching global issues.

As part of the training component, the fellows were required to use skills they had learned during the first term to present a briefing on a topic related to leadership. Used for honing presentation skills, this exercise develops the facility to lead discussions with peers and experts alike.

The term concluded with a day of outdoor adventure activities, which forced the fellows to use their freshly refined leadership skills in a setting that was both unfamiliar and intimidating. Throughout the day, fellows and AILA staff worked together to overcome mental and physical challenges. Consultants from Adventure Links helped participants connect the struggles they faced during the activities to those in their professional and personal lives.

AILA will soon be launching a Web site that will allow past and present fellows to correspond and network with one another while sharing their insights on leadership.
Interviewing History: A Conversation with Dr. Harold Brown

On September 20, AILA's Interviewing History series continued with former secretary of defense and CSIS trustee and counselor, Dr. Harold Brown. The night marked the culmination of the hard work and long-term preparation of CSIS associate staff Chietigj Bajpaee, research associate, International Security Program; Craig Cohen, fellow, Post-Conflict Reconstruction Project; Sarah Lawrence, corporate relations associate; and Rachel Posner, research associate, Global Strategy Institute. The evening's dialogue centered on the challenges faced by Dr. Brown as a result of former president Jimmy Carter's campaign promise to withdraw troops from the Korean peninsula.

Throughout the evening, the interview team drew out stories from Dr. Brown that offered insight into the dilemma of presidential appointees inheriting campaign promises. One of the ongoing challenges of American democracy is that these promises are often made without the consult of future cabinet members and, at times, against these members' personal assessment. Dr. Brown described how previous appointees have handled this dilemma.

His comments were peppered with anecdotes about interactions with world leaders of the day and how personal relationships played a large role in the resulting decisions.

On stage, Dr. Brown responds to questions posed by (from left) Sarah Lawrence, Chietigj Bajpaee, Rachel Posner, and Craig Cohen.

(Right): Chietigj Bajpaee and Dr. Brown talk during the pre-interview dinner

(Left): After the interview, the interview team poses with Dr. Brown in "Team Brown" hats
Words of Advice from Outgoing Executive Vice President

CSIS young professionals let out a sigh of relief when they heard outgoing CSIS executive vice president and Europe program director, Robin Niblett, say that he spent his first two years after college traveling in a band simply because he did not know what he wanted to do with the rest of his life. This anecdote, as well as many other valuable stories, were shared by Dr. Niblett as part of the discussion he facilitated on career advice for AILA's fall leadership curriculum.

In addition to leading a successful career in public policy, Dr. Niblett has served at all levels of CSIS, starting with his internship under Dr. Bill Taylor in 1988. He came and went throughout the years, leaving to pursue other experiences, such as earning his doctorate, but he always returned to CSIS. In December, he will be leaving once again to serve as director of Chatham House, one of the world's leading international think tanks, based in London.

During his comments to a standing-room-only crowd of over 50 people, Dr. Niblett encouraged the young professionals to always remain flexible, particularly in the early years of their career. At this stage, it is far better to mold themselves into aggressive learners than it is to build an expertise in a subject. Nurturing the passion to constantly create and communicate innovative ideas will not only aid in career development, but it will also help to establish leaders who continuously improve and grow.

Dr. Niblett also emphasized the importance of relationships, both in personal and professional lives. Noting Dr. Hamre as particularly admirable for possessing this trait, he explained that maintaining genuine relationships with people aides in gathering support, building resources, and sharing ideas. In one's personal life, relationships provide structure and create a more well-rounded life. Maintaining relationships, he added, is something that requires constant vigilance and is a difficult skill to master.

The overwhelmingly positive response to Dr. Niblett's discussion is a testament to the significance of his advice. For those who attended the session, the many lessons continue to resonate strongly.

"It was encouraging to listen to Robin discuss relationship-building and the discipline needed to cultivate those connections." -Jeremy Pearce, Development Associate

Curriculum Highlights for Fall 2006

(Left): Linda Jamison discusses the current state of the United Nations, including peacekeeping missions and the new secretary general.

(Right): Dr. David Abshire, CSIS and AILA cofounder, talks about the importance of character.
AILA beyond CSIS

On November 10, Linda Jamison, dean of AILA, attended the 22nd Annual Kyoto Prize Ceremony in Kyoto, Japan. Established by the Inamori Foundation, the Kyoto Prize is commonly referred to as "the Nobel of the East," as it has achieved a high level of prestige within the international community. The prize is awarded in three categories for lifetime achievements in arts and philosophy, science, and advanced technology. This year, the recipients of the prize were Japanese mathematician Hirotugu Akaike of Tokyo's Institute of Statistical Mathematics; American immunologist Leonard Herzenberg of Stanford University; and Japanese artist and designer Issey Miyake.

As AILA cofounder and founder of the Kyoto Prize Dr. Kazuo Inamori intended, the recipients were chosen not only for their contribution to human progress, but also for their personal qualities and characteristics.

The ceremony, which took place at the Kyoto International Conference Hall, was attended by H.I.H Princess Takamado, honorary president of the Inamori Foundation.
Daniel Gregory, program coordinator, AILA, attended two leadership conferences this fall. The first took place on September 22-23, when the Center for the Study of the Presidency hosted the National Conference on Character-Based Leadership at Washington and Lee University. Participants from government, education, and related professions attended the conference with the goal of integrating character and leadership into secondary and post-secondary education. The conference comprised panel discussions made up of high-level representatives from a variety of fields and breakout sessions that focused on the pedagogy of case studies in relaying ethical lessons to young people.

The second conference, "Leadership at the Crossroads," was hosted by the International Leadership Association on November 2-5. Focused on idea-sharing, this conference provided dozens of breakout sessions on teaching, studying, and practicing leadership. Sessions on evaluating education programs, professional instruction, and global leadership practices were particularly useful in providing lessons that would benefit our growing academy. Some of leadership's foremost experts attended this conference, including leadership scholar and Pulitzer-prize winning biographer, James MacGregor Burns.

(Left): Daniel Gregory, program coordinator, manages AILA's leadership curriculum.

(Right): Monica Kohli, research assistant, coordinates AILA's fellowship program and Interviewing History Series.
On December 11, Monica Kohli, research assistant, AILA, attended a roundtable discussion with a UK British Muslim Delegation at the British embassy. Monica, along with 20 other young professionals from around Washington, sat down with five British Muslims who are leaders in the British media, government, investment banks, and other professions. The roundtable discussed topics such as British integration policies, root causes of Islamic radicalism, ways to address Islamic extremism, and methods to foster constructive dialogue and cultural understanding.

Participants of the discussion were members of Young Professionals in Foreign Policy (YPFP). YPFP is a bipartisan membership organization committed to fostering the next generation of America’s foreign policy leadership. Several CSIS staff, including Monica, are members of the organization and even serve as officers.

**Did you know...**

The CSIS Intern Stipend Fund was created in 2006 as a vehicle to expand the socioeconomic pool of intern applicants by offering modest stipends to help offset the costs of living and interning in Washington for three months.

*Leaderscript is written by AILA Program Coordinator, Daniel Gregory*