



CALI III - Seminar 1
The Challenge of Leadership March 12-16, 2008
Alajuela, Costa Rica
INCAE Campus

A member of



Introduction

From March 12-16, 2008, the third class of Central America Leadership Initiative Foundation Fellows – a diverse group of 24 entrepreneurial business, government and non-profit leaders between the ages of 29 and 45, self-named *CAtaLizers* – gathered in the campus of INCAE, Latin America’s leading business school in Alajuela, Costa Rica, for the *Challenge of Leadership* seminar; their first in the series of four leadership seminars the comprise the Fellowship.

The four-day long *The Challenge of Leadership* seminar, guided by Aspen trained moderators Stace Lindsay (senior moderator) along with Harry Strachan and Sylvia Gereda, covered an extensive array of leadership issues and challenges. Together the Fellows explored the attributes of effective leaders, gauged what effective leaders do and do not do, examined some of their own challenges as leaders, and identified specific aspects of the their leadership to strengthen and improve over the coming year. (See Appendix 1 for full agenda and list of readings).

The Central America Leadership Initiative, which is modeled after the Aspen Institute's Henry Crown Fellowship Program, is a joint venture between the Aspen Institute, INCAE, FUNDEMAS of El Salvador and TechnoServe (for more information visit www.centralamericaleadership.com.) Using the Aspen Institute's text based approach and Socratic dialogue methodology, its goal is to promote a new generation of values-based leaders in the region.



A requirement of the CALI Foundation is that each Fellow undertakes a project of his or her design giving them an opportunity to apply their leadership skills on an issue they feel passionately about. Fellows are given the guidelines and expectations of these projects during this first seminar.

The *Catalizers* class, is comprised of 24 Fellows, 14 men and 10 women who have all achieved significant success in their fields of endeavor and have demonstrated their potential for leadership at the highest levels of corporate, government, or civic responsibility. The Fellows come from diverse backgrounds in terms of occupation, ethnicity, and gender. (See Appendix 2 for full class profile).

The Challenge of Leadership Seminar Report

Wednesday March 12, 2008

The four-day program began with welcoming remarks by senior moderator Stace Lindsay, who laid the groundwork for the fascinating journey they were about to experience, as they discuss, read and examine the carefully selected readings that comprise the *The Challenge of Leadership* seminar. He invited the Fellows to embrace

the program and encouraged them to allow themselves to be taught and guided by each other, the moderators and seminar readings. Lindsay concluded by voicing, *“We know you are good. The question we want to address is what is going to be your life journey and how you are going to live a meaningful life. For some of you this will be the beginning of change.”*

At dinner, Fellows had the opportunity to break the ice with a self-introduction exercise, which consisted in articulating key characteristics that one may not find in your resume. This activity led to an enthusiastic and passionate first encounter.

Fellows then convened in the seminar room’s roundtable for the first time, where they were asked to list key influential leaders of all times and the attributes that made them good leaders (See Appendix 3 for full list). Throughout the seminar Fellows revisit and revise this list of leaders.

Afterwards, Fellows viewed an excerpt from the movie *Gandhi*, and they were given five imperative questions to keep in mind during the film: “What is Gandhi facing? What does he have going for him as a leader? What is his strategy? What does he do? and why Gandhi and not others?”. These same questions were utilized with subsequent analysis of other leaders on the agenda.

Thursday March 13, 2008

Fellows began the morning session debriefing the film *Gandhi* by identifying the attributes that characterized Gandhi’s leadership. Fellows listed all the personal assets they thought contributed to Gandhi’s success as a leader:

“His ability to speak only the necessary things straight to the point, very simply and straightforwardly.”

“As the saying goes: Gandhi talked the talk and walked the walk. He not only preached but embraced his principles.”

Fellows also listed his reputation, skills as a writer, ability to understand the British system, persistence, and humility as essential qualities he possessed.

Finally, Fellows were asked to reflect on the scope of challenges Gandhi faced and to ponder what lessons were derived from the movie, particularly how these could be applied to the region. Some of the observations:

“I will try to do more research to understand a little bit better the people that I work with and the people that I am trying to help in order to really produce change.”

“We need to raise our people’s self-esteem. We need to praise the people that work for us.”

“I learned that it is important to let our peers and even our subordinates know that we are doing things. This gives them hope.”

“I will work hard to help people understand what they are worth and what they can become.”



The group then discussed Margaret Thatcher’s “The Downing Street Years”, an excerpt on the coal mining strike. Among her main leadership attributes and strategies, Fellows agreed, were her clear vision and objectives, and good communication tactics. But unlike the previews discussion, not all Fellows completely bought Thatcher’s approaches. Some of the skeptics detailed:

“She is very insensitive and inflexible. But she also has the ability to move from a very extremist position to a motherly and maternal stand. This is something that is innate in women’s nature.”

“The historical context forces her to be highly dogmatic, strong and intolerant. But she fails in communicating her objectives.”

Others disliked her altogether:

“I didn’t like her very much, at all. This is, in fact, the piece that I disliked most about this reading packet. She plays dumb. She had a very ideological view of things. Sounds like a little old lady coming out of mass and having a one-minded mentality on things. She is self-righteous, ruthless and manipulative.”

Interestingly Fellows not only assessed her leadership qualities and weaknesses but also discussed and analyzed those of the team that surrounded her. *“What is very interesting is how much in the background she was. She allowed other people to help out and to be leaders.”*

To close Thatcher’s discussion, Fellows had the opportunity to appraise the core lessons learned:

“To be patient. Thatcher was very effective in gradually aligning the variables to her favor. Slowly but surely she starts setting the agenda to provoke and make her opponent react. Meaningful change takes time.”

“To allow others to lead as well. Not trying to always do things just to enrich one’s self but know how and when to step back and be on the background to let others act.”

“As a women I learned that I don’t have to act manly to enter the political arena or to gain the respect of my fellow peers. We should be ourselves and embrace our femininity.”

Moving on to the next reading, Fellow initiated discussion on Lee Kwan Yew’s “The Man and His Ideas”, showing immediate appreciation for his success in bringing about change in Singapore. Fellows spent a few moments listing the ingredients for Yew’s triumph in turning the country around. This prompted an opportunity to draw parallels between Singapore and Central America, particularly Panama. One Fellow noted, *“We always associate Panama with Singapore because we have similar characteristics – we are both small countries, we have reverted areas and share the sentiment of having had foreign influence in our national soil. When the Americans were at the Zonian areas in Panama, for example, the grass was green and always cut. Unfortunately now the landscape looks deteriorated because there are no severe consequences for people who, for instance, throw garbage on the street or don’t cut their lawn.”* Another Fellow from Panama added, *“Sure we are seeing huge growth in the city. We are investing 90 million dollars in a Coastal Side Road, but governments are paying no attention to the preservation projects to save the green land. Here is where Panama falls short from Singapore, there is no long term vision on the city-scape.”*

Fellows were then asked to suggest how Central America could move towards a better society based on the lessons learned from the reading. A few observations:

“We need a visionary that knows how to break the mental schemes of why we can’t do things.”

“Maybe our countries are not prepared for a total democracy. We need focused leaders centered in the necessities of the nation and not centered around being published in the press.”

“Many in the region haven’t been able to bring foreign investment into the country because there are too many bureaucratic boundaries, and to top that there are the political governments changing every five years, causing a stir in policies and agenda items every time.”

“We have a tendency in Central America to always look outside for models and recipes. The solution to our problems is within us, because we are like no one else.”

One Fellow ended the discussion of this reading with some food for thought, *“We have been talking about as a group about a vision. But do we even know what our vision is. This is the challenge to find and inner vision in order to form a collective one.”*

The next reading on the agenda was Jean Monnet’s “Memoirs”, a backstage recount of how the Schuman Plan was brought about in the 1950’s in the midst of the Cold War. The piece is an advocacy of unity in the Europeans Union in a time of tension, uncertainty, and anxiety, when the thought of war was still vivid on people’s minds. Fellows admired Monnet’s keen understanding of the political climate and of the roots of the conflicts as well as his willingness to serve a higher purpose, leave his ego aside and not care who got the credit for success. As one Fellow commented, *“He was a leader of leaders because he managed to make himself disposable. He empowered others to look at the problem and now how to solve it with our without his help.”*

Another discussion was catalyzed by Edith Hamilton’s piece, “Xenophon,” *The Greek Way*, Chapter 10, where Fellows had a chance to evaluate yet another leader. Some key remarks:

“There are a lot of complexities with this man. He rose from the unknown and managed to raise an army.”

“He appeals to the crowd because he managed to make all the people important. By cutting of the head he enabled them. He promoted their participation. He empowered them.”

“He gave work back to the people. He created a working space for people who wanted to work, and handed this work at the pace of the worker, at a rate he or she could handle.”

“His strength was his ability to engage and empower everybody to do what they were best at doing. He pulled out the best in everybody.”

To conclude the first session of readings, Fellows were given the opportunity to evaluate, in retrospect, all the readings explored thus far. A common theme was found among all the authors, *“It is their incredible ability to trust others. In our region there is an astonishing absence of trust in our leaders,”* one Fellow shared.

Other Fellows had a chance to voice out their concerns, *“My challenge is to step out of my comfort level to help. When the crisis calls me to action it is relatively easy to act. The real challenge is to act when all in our lives is prosperous and well but our country is in need.”*



We need to take out our comfort masks.”

A passionate closing remark left Fellows with some food for thought: *“Our challenge as Central America is to lower the level of poverty and to decrease the social gap in the region. We need democracy to meet the basic needs of people, because if we don’t they will follow whatever other political system that gives them food, and gives them a roof to sleep under.”*

After lunch, Fellows and moderators convened on the campus’ soccer field for a number of team building exercises. This was important in helping Fellows break the ice and begin forming the bonds of trust that will be crucial for the group’s cohesiveness.

For one portion of the outdoor activity Fellows were asked to arrange themselves from oldest to youngest, tallest to shortest, and darkest eyes to clearest eyes all without speaking. This proved to be an interesting dynamic in which different personalities arose, and different people took over the leadership role in each exercise, demonstrating their comfort level with the specific task at hand.

Then the group moved on to sharing their bios with a Fellow they had not yet spoken to. Afterwards, the group remained split in couples and had to work as a team moving a soccer ball across the field, one indicating where to go, the other, blindfolded, following instructions and advancing the ball to the goal line. Again, it was interesting to watch different strategies at work, and the comfort level of each Fellow in leading or following.

Finally, the afternoon ended with the Trust Fall, where each Fellow had to climb a set of stairs and fall into their teammates’ arms. A few Fellows struggled with this exercise, but in the end they all did wonderfully. For the first time in CALI tradition, one Fellow was asked by his peers to repeat the Trust Fall because he did not do it correctly the first time around. He happily complied. Surprised by this act, Moderator Strachan praised the team by saying, *“This is a very unique thing this group has done.”*

After the exercises, Fellows took a few minutes to reflect and share their experience of these



exercises with the group. Here were some highlights:

“The eye color exercise was very uncomfortable for me because I had to get really close to people I’ve just meet.”



“The eye color activity made me realize I should start looking into people’s eyes more often, like good leaders like Bill Clinton do. It is amazing how this man, with his eye contact, is able to make everyone in the room feel so important.”

“For the blind folded exercise I picked a partner because he knew how to play soccer. But this actually made the activity much

harder because he didn’t trust me or follow my directions.”

“During the blind folded exercise I was so focused on the task at hand, of getting the ball to the goal, that I forgot all together about my partner. She almost hit her head with the goal post (laughs).”

“Listening is so had. I personally struggle to really listen without thinking about my own ideas in my head.”

“The Trust Falls exercise felt painfully scary.”

“You are fearful when you don’t have the upper hand. That is why I was so terrified about the Trust Fall, because I’m so big and tall. I was so concerned I could hurt someone or that the group wouldn’t be able to physically catch me.” Another Fellow replied, “I understand where you are coming from completely. In my case, I felt overly confident because I’m very small and weight very little.”



Following this, the group adjourned their first full day of seminar.

At dinner, Fellows had a special guest speaker Laura Chinchilla, First Vice-President and Ex Minister of Justice of the Republic of Costa Rica, who shared some words of wisdom on her career in public service. Laura was informally interviewed by INCAE's Dean and *The Inaugural Class* (CALI I) Fellow, Arturo Condo, which focused on an extensive array of leadership issues. (See Appendix 4 article on Laura Chinchilla's talk.)

Friday March 14, 2008

The following day of seminar began with an introduction of *Jack Stack (A) and (B)*, a case study of a mailroom clerk moving up the corporate ladder. With this reading Fellows had an opportunity to see yet another example of leadership and view of human nature. By clear default, Fellows were optimistic about Jack Stack's open management system based on open communication, incentives and trust:

"When as an employee you get to know your boss at a more intimate and personal level, the trust channels open up completely."

"As bosses we need to make a connection between the forest and the trees."

Fellows also expressed ways in which this labor system is being implemented in the region:

"In my company, we let our employers do their own budget but we push them and encourage them to move beyond mediocrity. We teach them that when the budget is low this really affects them too."

"At the Ministry on Finance in Panama, for example, it is amazing to see how much my employees produced when they were given the opportunity to look at the numbers."

The Fellows then explored Ricardo Semler's unique management style in his readings "*Natural Business*" and "*The Survival Manual*". "*This is an extreme case of empowerment*", one Fellow argued. "*Semler makes people participate in important companies decisions like who comes in and who gets out. Even the bosses get upward feedback and an assessment*", another Fellow stated.

Even though the Fellows concluded they would most likely not feel comfortable working in with the scope of Semler's *laissez-faire* philosophy, they admired his willingness to defy convention. One Fellow shared a very insightful story with the group, "*One of our*

CALI I Fellows, after coming out of The Challenge of Leadership seminar and inspired by Semler, went back to his construction company in El Salvador and changed his entire work environment. He no longer has a secretary. I couldn't imagine the Ministry of El Salvador being like this, with no bureaucracy, with no secretary bringing in the coffee or making copies, and with no receptionist."

Ultimately, Fellows agreed Central America wasn't prepared to jump to open management overnight, but nevertheless Semler inspired them to begin thinking about some creative, concrete and gradual changes that could be implemented. *"We don't have to increase everyone's salaries but we can congratulate them every time they do a good job"*, one Fellow shared.

The group then moved to the next reading, Ehsan Naraghi's *"From Persepolis to Jean-Paul Sartre (Second Conversation with the Shah)"* in From Palace to Prison: Inside the Iranian Revolution. The experience of Iran's last shah Mohammad Pahlavi, whose downfall was ultimately brought about by his apparent refusal to see the signs of his weakening regime, echoed the idea that leaders should be more aware of their surroundings and of popular opinion. Great leadership lessons were learned here:

"One can't have absolute control because one can abuse it."

"People do what the Shah does not what the Shah says."

"We so often hear the expression: 'Ohh he was such a good President, too bad he let himself be surrounded by people who are corrupt.' This can't continue to happen. This can't be an excuse."

"Having power does not make you a leader."

"We need to straighten our moral convictions. We can't continue harboring the Central American culture where people are not encouraged to be honest. Even more so, we can't keep giving political asylum to political convicts like Bucaram."

The next discussion was prompted by *"Hitting the Wall: Nike and the International Labor Practice"*, a story of the Nike empire built on a successful business model based on comfort and fashion, who, overconfident of their size and power, confronted problems with the labor practices used by their outsource operators in Asia. To liven up the conversation, two Fellows were asked to impersonate the two main characters in the text Phil Knight, Nike CEO, and Jeff Ballinger, a labor activist. The role-playing exercise highlighted the issue of how far a company can go to maximize profits – in Nike's case, by using sweatshop labor – and the way a leader can react when faced with criticism over these actions. One Fellow, clearly affected by the case being studied commented, *"What's legal isn't necessarily moral. We have to have a broader vision that follows an ethical*

path. We need to be aware that what we are doing does not only affect our country and our region, but the whole globe.” Other Fellow’s were less harsh on the “capitalist company” model:

“In Panama we have child workers in coffee plantations, but they do it in their vacation time and with their families, so how can we punish them for doing this?”

“Why is it always the blame of the company? We can’t always demonize the companies. They are successful but this doesn’t force them to be completely socially responsible.”

The last reading from this section, Thucydides’ *The Peloponnesian War: The Melian Debate*, tells the story of when the Athenians had surrounded the Melians and presented them with an ultimatum, to surrender or die. Fellows were divided in two groups and asked beforehand to prepare to debate this situation. After a very heartfelt and dramatic performance moderators debriefed both sides. Staying true to the reading, the Melians felt frustrated, with no space for leverage and negotiation, while the Athenians felt enthusiastically empowered. The group then discussed why this piece was still so relevant today:

“This piece is still relevant because tensions between relationships of power keep happening again and again and again.”

“This is a timeless piece because of its embedded moral messages: We have to put ourselves in the other person’s shoe; an important characteristic of leadership is empathy; and we have to learn that by having power today doesn’t mean that we will have power tomorrow.”

Moderator Lindsay ended the debate with some questions for reflection: *“How often are we putting ourselves on the other side, dismissing the true call on leadership? Are we making too many excuses?”*

Next on the agenda was Machiavelli’s *The Prince*, a manual on how to be a prince and how to understand politics in a scientific way. Here, Fellows discussed the author’s philosophy on gaining and keeping power and the role that values play in the process. They considered his rationalization that human are both good and evil and concluded that a leader must act accordingly:

“This is not a popularity contest. If you have to be tough be tough.”

“A leader has to ‘appear’ to be, to ‘seem’ to be. Perception is more important than action, for many can see but not many can feel.”



“Sometimes we have to be the little old lady and sometimes we have to be an iron woman.”

“Sometimes you have to ‘sail with the flag of a fool’ to get your point across and your ideas heard. [The literal Spanish translation

saying: ‘navegar con bandera de pendejo.’]”

Some of the advice highlighted by Fellows was:

“You become a reflection of what other people expect you to be. And accordingly, I act exactly as others expect me to act. It’s almost as an unconscious act. I fight against it, but it’s human nature no matter how much self-esteem you have.”

“A healthy approach for leaders is to appeal to people’s good attributes, but always keeping an eye out for workers with bad qualities.”

“A leader has to have a real radar. As the Bible says: ‘Be wise as a serpent and harmless as a dove.’”

“You can’t lead others unless you can lead yourself. Inside ourselves there is good and bad positions. The real challenge is to learn how to manage yourself to bring out the best in you and to desensitize the worst.”

Following *The Prince*, the group began exploring Max de Pree’s piece on “*Leadership Is An Art*”, which makes a claim for effective, pragmatic and result-oriented leadership. As opposed to Machiavelli’s pessimistic perspective of human nature, De Pree’s view of human beings is much more hopeful and positive. For him, people should focus on becoming the best possible leaders and servers they can be, while acting in an altruistic fashion. At the end, De Pree’s approach motivated Fellows to start thinking practically about ways to exercise more efficient leadership at home:

“We need to offer the opportunity in our companies to have upward mobility. In many of our companies there is currently not space for this to happen.”

“We can’t fall in love with power and preventing others to step up to the plate. This reminds me a lot about our politicians, like Pinochet, Fidel Castro, and Somosa. If these

leaders would have lead and then known when to step back, history would have been much different for us.”

“I have a funny story. I come from a Cuban family, and as it is typical we all want to talk at the same time and very loudly over at the table. To solve this problem we have created the spoon game: only the person who has the spoon may speak. I had to bring this same mechanism into my office because I found myself having long monologues and not letting my subordinates speak.”

Moving into the late afternoon Fellows began an avid discussion on Martin Luther King Jr.’s *“Letter from Birmingham City Jail”*. After carefully reviewing and highlighting the events in the text, the group concluded that despite all the cruel accusations, King’s answer was humble, rational, organized, and passionate. *“It is his moral courage and ability to teach by example that made him such a powerful leader”*, said one Fellow. The group also analyzed in depth King’s themes of impatience and justice. Fellows evidently felt empowered by the author’s call for action. Here are some of their reflections:

“Martin Luther King Jr. makes me think about the issue of who is included and who is excluded. Today we have the problem of handicapped people and of minorities, but these groups continuously change. One day it is going to rain if we keep telling these excluded groups to hold on. People will get tired.”

“The time is now. We can’t wait. We can’t afford to be moderate and silent. Doing nothing is equally harmful as people doing bad.”

When it came time to analyze Nelson Mandela’s excerpt *“Long Walk to Freedom”*, Fellows spent time dissecting its key arguments. Like King, Mandela spent a lifetime fighting against racial discrimination and social inequality. He too had deep philosophical and religious views, humbleness of character, strong moral courage, lots of passion, willingness to sacrifice, and skilful communication tactics. However, as opposed to his counterpart and thirsty for solutions, Mandela utilizes violence to achieve his ends. Provoked by Mandela’s arguments, Fellows exposed their ideas and concerns:

“Mandela joined forces with the communist because they offered an answer. People are hungry for solutions. Today we have our plan B too. We have populism, which appeals to many people because it offers them a solution.”

“I think it is the lack of opportunity that forced people to take up arms. It is not only an issue of absence of education, hunger and poverty. It is about not having a voice.”

“I am shaken by Mandela’s theme of ‘nobodyness’ precisely because this is how the poor people of our countries feel... like nobodies. In Panama, for example, we want to solve

the problems with The Old City district by bringing out all the poor people. In my opinion this is a huge misconception. People are never the problem.”

To wrap this very intense day of discussions, moderator Lindsay left the group with some food for thought: *“I can sense the struggle that is going on in the room. My hope would be that, as a result of looking at these leaders, the next time you pick up the newspaper and see there is a huge problem at hand you won’t sit back in disillusionment but you will instead pick up the phone and call each other to do something.”*

Saturday March 15, 2008

The third day of the seminar began with a discussion of Tina Rosenberg’s *“Look at Brazil”*, which revealed the success story of how Brazil addressed the HIV/AIDS problem in its population through political commitment, collaboration with local pharmaceutical companies to develop generic drugs, creating a network for patient care and education, and prevention campaigns. Contrasting viewpoints ensued. Some Fellows were outraged by the high tag price on medicines:

“It’s obscene and amoral to charge so much for these medicines. What is the goal of the business here in light of the social crisis?”

“The private sector has its objectives very well set: to make money, but they can’t be oblivious to the national crisis going on around them.”

Other Fellows demonstrated their alliance to the medical community:

“The government should pay a price to these private companies who are spending millions of dollars to research and produce these medicines.”

“I want to defend the patent. It is not fair for companies who haven’t spent the man power and money on research to have the right to know the components of the medicine.”

At the end, it all came down to individual responsibility, *“People are the ones that take decisions and push for these decisions to happen”*, said one Fellow. Another voiced, *“If I place myself in the shoes of these big companies who produce these medicines, I would take the risk to produce the medicines. It is a good act that sooner rather than later will be returned. Besides, it is an important historical decision that can potentially also better my brand.”* Finally a Fellow added wisely, *“We are now focusing on the people who have contracted AIDs but we haven’t thought of the millions of people who in the future can contract this disease. That is why we can’t attribute the weight of the problem to just one sector. The problem is too massive. We are all responsible.”*

Following the AIDS discussion was one of the most passionate and heartfelt discussions of the entire seminar, Ursula Le Guin's *"The Ones Who Walk Away from Omelas"*, a seemingly utopic place that in reality hides horrible secrets to sustain its apparent



happiness. The text prompted the Fellows to consider the trade-off between one's values and the welfare of society. There was huge energy in the room as the Fellows disclosed their feelings about the story:

"There are things that you don't need but you can indulge. But there are things that you don't need that if you indulge they will destroy

you."

"I work in a Central City neighborhood, a place where social classes juxtapose, where the rich live in lavish refurbished lofts and the poor barely go to bed with food in their stomachs. Like Omelas and any other respectful society, this neighborhood has its dirty backstage that cannot be eliminated or avoided."

"We have to remember that this group has it better than most. And this thought alone is what makes this piece so emotional for me, because if we don't do something about it, who will?"

As a closing thought, one Fellow suggested, *"I wanted to propose as a group that when we culminate our 18-month seminar process with CALI we sit down and write the second chapter of this article."*

Next, Fellows were asked to engage in small group leadership exercises. The first activity involved producing a leadership manual of lessons learned, where Fellows had to consolidate their thinking on "leadership" and create a memorable and creative summary of the most important concepts learned over the past few days. Fellows were divided into four groups of six people each and given a synopsis handout of all the leaders and attributes studied thus far. (See Appendix 6 for full list of Leaders and Attributes). After a couple hours to prepare, Fellows reported back to the whole group. Here were some highlights:

"I feel like I finally found my pack of wolves."



“I realized that we had everything we needed right here.”

“This has been a deep reflection of how essential it is to spread the initiative and responsibility to share social responsibility and take social action.”

“We all have different possibilities and qualities.

Together we can reinforce each other where we lack.”

“This is definitively a process. We can see that we are at different steps of the process and some are still analyzing and awakening. All of us are full of self-doubt, but sometimes this doubt can paralyze you.”

“Before coming here I had the willingness and the desire to do something. But the feeling of being by myself made me feel insufficient. Now I feel I am not alone in this process. This group is very important for me.”

“What will we do in the time we are given? What will we do in the DASH – the connecting line between our date of birth and the date of our death in our tombstone? Will we do something worthwhile and truly significant?”

The second exercise identified leadership issues Fellows were facing currently. After making a list of leadership challenges, Fellows had the opportunity to vote on their top picks. In the end, four leadership challenges were addressed in small groups, from an original list of eleven. These issues were: (a) finding balance in life, (b) finding a calling, (c) how to coordinate and unify with others who share passion? and (d) how to inspire without being intimidating?

This very intense day of discussion ended with a delicious dinner at an off campus site situated literally under the skies of San Antonio de Escazu, called *Tiquicia*. The restaurant served traditional Costa Rican cuisine and offered an incredible view of almost the whole Central Valley of Costa Rica. With live music and performances by local dancers, Fellows had the opportunity to relax and enjoy each other’s company.

Sunday March 16, 2008

The first few minutes of the agenda were spent to officially introduce Fellows to “leadership projects”, an integral component of the CALI curriculum. The idea is that each Fellow, will “give back” by carrying out a project designed to put into practice the principles of values-based leadership. These projects are scheduled to start during the last part of the 18 months of the Fellowship. (See Appendix 7 for Leadership Project Guidelines).

Fellows then viewed the John P. McNulty Prize video, a film that showcases the winners of this highly competitive and reputable award, which prizes two young leaders from around the world who have made a real difference in their communities with their leadership projects by recognizing the very best in high impact leadership. It was very touching to see *The Inaugural Class* (CALI I) Fellow and moderator Sylvia Gereda project being showcased in the John P. McNulty Prize clip.

The group also screened Steve Job’s 2005 Commencement Address at Stanford University, Guy Kawasaki’s “The Art of Start”, and James Enson’s slide, “*Christ Comes to Brussels*” – all inspiring exposes that helped Fellows wrap of their discussion on *The Challenge of Leadership*.

Check-out

To close the seminar and the week’s discussions, moderator Lindsay introduced Fellows to the concept on the “*check-out*” – a flagship component of the CALI Foundation and the Henry Crown Fellowship Program of The Aspen Institute seminars – during which Fellows share their personal and professional goals and commit themselves to specific actions over the upcoming months. Here are a few key resolutions:

“I am going to try to balance my life. I will start to trust people more and not want to do everything myself. “

“It has been very refreshing for me to see true leaders and people that are willing to help those who are in need and that have the resources and are trying to figure out how to do it in the best responsible way. The single most important thing I learned from this seminar is to figure out that I need some quiet time for myself. My challenge for myself will be to take my time.”

“This has been a submarine ride to places I had never explored. Thank God I was well accompanied in the journey, with people who helped me and guided me through the process. What struck me the most about this seminar was the idea that doing nothing is as

amoral as doing harm. My challenge is to find that spark that motivates me, and to find a balance between my family, economic success and doing good.”

“I am very confused. I feel naked in a nebulous space. I need introspection to think. I need to re-find that spark of passion. I have to renovate my commitment. I want to find what I want to do 10 years from now.”

“This seminar was a huge internal revolution. A very strong challenge. You have opened my eyes. We had a syndrome called Omelas. ‘We need to do something’. Digesting this though has been incredibly hard. I invite you to keep motivating me.”

“I didn’t think that leadership was something you could learn. But this seminar hasn’t been so much about leadership rather it has been about getting to know myself. My challenge will be to reorganize my private practice and rebuild my personal finances to be able to really do something in the future.”

“This course has taught me to be more structured. I don’t only want to be a leader but and effective leader. “

“My greatest challenge will be to be passionate and enjoy it.”

“What do we do as leaders when on top of all of our jobs we are given the added responsibility to help others. The answer is: we get a bigger plate. My challenge is keep my fire going but I have to be cautious to not fall back into complacency. Introspection is key. “

“I plan to focus on (1) defining my personal mission statement, and how I plan to achieve it and measure my success; (2) stepping outside my comfort zone and not being silent; (3) achieving dexterity.”

“I need to work on balancing my life, making time for myself and improving my listening skills.”

“What this seminar has confirmed is that I made the right decision to come back to Costa Rica to help. One of my anxieties is the issue of time, the DASH document of what we will do in the period of time we are given. “

“This has been an extremely humbling experience for me. One of my commitments to myself is to start a process of introspection. The other is that I want to stop feeling guilty because it paralyzes me. My transcendence will come when I identify my own calling.”

“One Fellow gave an invocation in Mayan to thank the moderators, the group and the staff. All my life I have struggled with extremes. I need to find balance in my life.

Yesterday, I discovered with my group that we have and are a solid platform to do good. I commit myself to working on a project that transforms.”

“CALI has shaken me. I have been completely outside, my comfort level. My question is what am I doing in CALI? Why isn't my husband here? He is the one with the talent, with the sensibility to help others. I have exposed my insecurities. I don't want to take credit for what my family and my husband have done. These insecurities have helped me figure out that its not about me, it is about others. I am here because God wants me here. I have the means, the platform, the will, I just don't know what to do or how to do it. I recognize that I don't have the talent, but God has given me something more important, the will.”

“I commit myself to return to my country and gather all the elements of excellence that I have learned in this seminar and put them into practice.”

“I will try to develop humility, stop criticizing others, and to be more tolerant. I am so scared to go back and begin the change, but most importantly to forget what I've learned here.”

“The journey is as important as the end result. My commitment to you is that I will slow down, shared more time with my family, and written the first chapter of the book I so much want to create.”

“I invite you to look not at what is not there but what is there, what is here and all that we can do.”

“We can help each other out. My sisters call me the ice queen because I shut people out. I have built such a strong shell around me. You have taught me to be vulnerable. I promise to give myself those 15 minutes a day to rebuild my strength. And I wish this journey doesn't disappear.”

“I am hopeful to finish this seminar and go out to tell everyone about it. I commit myself to not to wait, not to make my heart, my passion wait. I feel very happy and very passionate.”

“I will start by thinking big and I commit myself to Costa Rica and fighting poverty. Start small. For the next 6 months I wont do a thing, I will ask you for help. (He picks and chooses Fellows to help him out with this project). And grow steady.”

“I am so happy to be terrified. Weakness is an attribute of the strong ones. To recognize our weaknesses and build from them. I just declined a job in the Philippines. You have tied me back down to this region. I promise to pack my bags and go to El Salvador, to visit your countries and look at all of the realities and nourish myself from it. But I need

to stop being so spread out. Because of wanting to do everything I am doing nothing. We are fertile ground.”

The last Fellow was unable to speak to speak out her “check-out”, and thus asked one of her peers to read for her check out. The note said that for the first time in her life she wanted to remain silent so she could leave the seminar with the gift of all her Fellows voices, not shadowed by her own.

The CAtaLizers will meet again from September 19-25, 2008 in Aspen, Colorado at The Aspen Institute’s campus – the Aspen Meadows – for their second seminar titled *Leading in an Era of Globalization*. This seminar will be held in conjunction with the Africa Leadership Initiative (ALI). They are also organizing an extra official meeting in El Salvador to be held sometime in June to continue building their strong ties crucial to the success of their class and program.

APPENDIX 1: *The Agenda*

Wednesday, March 12

- 05:00 PM 06:00 PM **Opening Cocktail Reception/Remarks**
(*Foro Luis Poma*)
- 06:00 PM 07:15 PM **Dinner/Self-introductions**
(*Foro Luis Poma*)
- 07:30 PM 09:30 PM Introductory Discussion, Viewing of video *Gandhi*
(Discussion: *Edificio Stephan Schmidheiny, Nivel 1*, Movie: *Aula Juan Maegli y Grupo Tecún*)

Thursday, March 13

- 07:00 AM 08:00 AM **Breakfast**
(*Foro Luis Poma*)
- 08:15 AM 10:00 AM **Session 1**
(*Edificio Stephan Schmidheiny, Nivel 1*)
Discussion of *Gandhi*
Margaret Thatcher, *The Downing Street Years*
Lee Kuan Yew, “The Man and His Ideas”
- 10:00 AM 10:10 AM **Break**
- 10:10 AM 12:30 PM Jean Monnet, *Memoirs*
Edith Hamilton, “Xenophon,” *The Greek Way*, Ch. 10
- 12:30 PM 01:15 PM **Lunch**
(*Foro Luis Poma*)
- 01:30 PM 04:00 PM Team Building Exercise
(*Area de Taller de Cuerdas*)
- 04:00 PM 06:00 PM Free time
- 06:00 PM 07:00 PM Tentative Guest Speaker
(*Foro Luis Poma*)
- 07:00 PM 09:00 PM **Special Guest Talk: Laura Chinchilla and Dinner**

(Foro Luis Poma)

Friday, March 14

07:00 AM 08:00 AM **Breakfast**
(Foro Luis Poma)

08:15 AM 10:00 AM **Session 2**
(Edificio Stephan Schmidheiny, Nivel 1)
Jack Stack (A) and (B)
Ricardo Semler, “Natural Business,” and “The Survival Manual,”
from *Maverick: The Success Story Behind the World’s Most*
Unusual Workplace

10:00 AM 10:10 AM **Break**

10:10 AM 12:30 PM Ehsan Naraghi, “From Persepolis to Jean-Paul Sartre (Second
Conversation with the Shah,” in *From Palace to Prison: Inside the*
Iranian Revolution)
“Hitting the Wall: Nike and International Labor Practices”
Thucydides, *The Peloponnesian War: The Melian Debate*

12:30 PM 01:45 PM **Lunch & Group Picture**
(Foro Luis Poma)

02:00 PM 03:30 PM **Session 3**
(Edificio Stephan Schmidheiny, Nivel 1)
Niccolo Machiavelli, *The Prince*
Max De Pree, “Leadership Is an Art”

03:30 PM 03:40 PM **Break**

03:40 PM 05:15 PM Dr. Martin Luther King, Jr., *Letter from Birmingham City Jail*
Nelson Mandela, *Long Walk to Freedom*

05:15 PM 07:00 PM Free time

07:00 PM 09:00 PM **Dinner**
(Foro Luis Poma)

Saturday, March 15

- 07:00 AM 08:00 AM **Breakfast**
(*Foro Luis Poma*)
- 08:15 AM 10:00 AM **Session 4**
(*Edificio Stephan Schmidheiny, Nivel 1*)
Tina Rosenberg, “Look at Brazil”
Ursula K. LeGuin, *The Ones Who Walk Away from Omelas*
Introduction to Small Group Exercises
- 10:00 AM 10:15 AM **Break**
- 10:15 AM 12:30 PM Small Group Leadership Exercise
(*Edificio Stephan Schmidheiny, Nivel 1, lado Oeste*)
- 12:30 PM 01:15 PM **Lunch**
(*Foro Luis Poma*)
- 01:30 PM 02:30 PM Report back on Small Group Leadership Exercise
(*Edificio Stephan Schmidheiny, Nivel 1*)
- 02:30 PM 04:30 PM Small Group Brainstorming on Leadership Issues
(*Edificio Stephan Schmidheiny, Nivel 1, lado Oeste*)
- 04:30 PM 05:30 PM Small Group Reports on Leadership Issues
(*Edificio Stephan Schmidheiny, Nivel 1*)
- 05:30 PM 05:45 PM Introduction to Personal Exercise
- 05:45 PM 07:00PM Free time and Departure to off-campus dinner site
- 07:00 PM 09:00 PM **Dinner off-campus at Tiquicia (Costa Rican traditional cuisine)**

Sunday, March 16

- 07:30 AM 08:15 AM **Breakfast**
(*Foro Luis Poma*)
- 08:30 AM 10:15 AM (*Edificio Stephan Schmidheiny, Nivel 1*)
Steve Jobs’ 2005 Commencement Address video
Guy Kawasaki video
Christ Comes to Brussels slide

Leadership Projects
Class Name

10:15 AM 10:30 AM **Break**

10:30 AM 12:30 PM *(Edificio Stephan Schmidheiny, Nivel 1)*
The Challenge of Leadership
Personal Statement
Closing Remarks and Adjourn

12:30 PM 1:30 PM **Lunch (optional) and Departure**
(Foro Luis Poma)

APPENDIX 2: CALI III Class Profile

As of March 12, 2008 we have 24 solid candidates for CALI III. These stats refer to the current 24 candidates:

- 10 women
- 14 men
- 4 from government sector, 2 women, 2 men
- 14 from private sector, 4 women, 9 men
- 6 from NGO/civil society. 4 women, 2 men
- age ranges from 29 – 45

In the business sector we have:

- 1 in factoring/creating cash flow
- 1 developer/ active in socio-political issues
- 1 executive director of paint company
- 1 from banking
- 1 ornamental plant business
- 1 from Grupo Pantaleon (sugar, renewable energy, etc.)
- 1 construction
- 1 IT/Info Communications
- 2 law firm
- 1 Social entrepreneurship
- 1 media company
- 1 consultant on CA integration, communication, etc.
- 1 Agroindustrial Corporation

In the government sector:

- 1 Vice Minister of Economy
- 1 Executive Director of Old City in Panama
- 1 congressman
- 1 Advisor in Foreign Trade Ministry

In the NGO/civil society/other sector:

- 1 civil society, activist in civic freedom
- 1 international NGO fight poverty
- 1 consultant on gender issues
- 1 international aid agency
- 1 academia development
- 1 evangelical NGO working with indigenous communities

APPENDIX 3: *List of Leaders and Attributes*

Leaders:

- Mother Theresa
- Jean Paul II
- Jesus
- Ghandi
- Martin Luther King
- Golda Meir
- Fidel Castro
- Hitler
- Walt Disney
- Ronald Regan
- Mandela
- Los Beattles
- Margaret Thacher
- John Ruckerfeller
- Gorbache
- FDRossevelt
- Simon Bolivar
- Maradona
- Moses
- Le'Walessa
- Einstein
- Abraham Lincoln
- Jorge Washington
- Moraban
- Churchill
- Cristobal Colon
- Mao Tse Tsung
- Benaz Hir Brutto
- Al Gore
- Bill Clinton
- John Adams
- Adeneur
- Simone Beavoir
- Single Mothers
- Suarez
- Felipe Gonzalez
- Aznar
- Eisenhower
- Chavez

Attributes:

- Determination
- Focus
- Populist
- Pragmatism
- Patience
- Consensus
- Passion
- Compassion
- Perseverance
- Humble
- Tolerance
- Coherence
- Values
- Pacifist
- Commitment
- Strength
- Forgiveness
- Defined Vision
- Conviction
- Persistence
- Effective
- Dreamer
- Communication Skills
- Courage
- Flexibility
- Patience
- Bravery
- Eloquent
- Intelligence
- Revolutionary
- Influential
- Philanthropy

APPENDIX 4: *Article on Laura Chinchillas Talk*

Wise Words

Laura Chinchilla, First Vice-President and Minister of Justice of the Republic of Costa Rica meets with CALI III Fellows to share some words of wisdom

March 19th, 2008

From February 12-16, 2008, the third class of Central America Leadership Initiative Foundation Fellows – a diverse group of 24 senior business, government, and non-profit leaders between the ages of 25 and 45, self-named CAtaLizers – gathered on the campus of INCAE, Central America’s number one business school in Alajuela, Costa Rica for the seminar “*Challenge of Leadership*”, the first in the series of four leadership seminars. The objectives of this gathering were to prompt the Fellow to identify the attributes of effective leaders, to gauge what effective leaders do and don’t do, to examine some of their own challenges as leaders, and to identify specific aspects of their leadership to work on over the coming year.

For the evening of the second day, Fellows convened at INCAE’s auditorium, *Foro Luis Poma*, to welcome guest speaker Laura Chinchilla, First Vice-President and Minister of Justice of the Republic of Costa Rica (see Attachment A for Laura Chinchillas full biography). The event began with a casual Question and Answer session moderated by INCAE’s Dean and CALI I Fellow, Arturo Condo, which focused on an extensive array of leadership issues.

After a formal introduction, Mr. Condo began by asking Mrs. Chinchilla to share some leadership pointers with the group, in particular her decision making process while working in public service. Chinchilla confessed, “*Any decision in my life that disrupts and puts at risk my current living circumstances is no an easy one because it entails many responsibilities. I also always ask myself, ‘What does this decision represent for me in terms of a balance in my life?’*” Chinchilla continued, “*Each important decision I have made has required a great deal of introspection, humility, and research.* She added how important and influential her family has been in her decision making process, “*It is fundamental for me to listen to my family’s advise before accepting or declining a job offering. Rarely does a woman accept a job, specially a public office position, without the support of her family.*”

Mr. Condo also asked Mrs. Chinchilla to ponder if there was ever a time in her career when she had to say “no” to a leadership opportunity. To this question Mrs. Chinchilla replied, “*Many times. Sometimes to have power one must give it up.*” She gave the example of the time in Congress when she had to take a step back from the spot light in order to get her ideas and projects passed.

When asked what where the characteristics she envisioned in a good leader she reflected, *“One cannot confuse leadership with leadership characteristics that make up a leader. The fact that one person has charisma doesn’t mean he or she is a leader.”* She added, *“Leadership is born naturally, of course if one pursues a path of good-values based service.”* Mrs. Chinchilla also offered great advice to the Fellow, *“As leaders we must be like captains in battle, we must be the first ones in and the last to retire.”* *“Once you’ve reached the top and achieved your goals you must learn to give credit and share your success with those who helped you. And if you fail, you must learn to assume the responsibility in solitude.”* She also expressed, *“A leader does not give false steps, he or she takes risks, not misinformed steps.”*

Mrs. Chinchilla also confessed that as a woman, she has often encountered leadership obstacles. *“I’ve had people directly refusing to work with me because I am a woman.”* And she added, *“What is most surprising is that I’ve more often felt misjudged and rejected by my own female colleges than by the male collective.”*

“Do you perceive the role of women in leadership any differently than men?” Mr. Condo then asked. *“This is not a sex battle”,* Mrs. Chinchilla replied. *“What we need is equal access and quality of opportunities. But we are getting there. In Costa Rica, for example, women make up 40% of Parliament. In fact, we are the first nation in Latin America and the third worldwide in women job enrollment.”* She later highlighted the two most prominent leadership characteristics she found in women, those being versatility and sensibility. *“Women have great versatility. We do all the things we need and have to do, and we do them at the same time. This is a natural sensibility of ours. We are born with it. But sometimes we get lost in the details for having such broad detection radar. Our sixth sense is then a double edge sword.”*

The floor was then opened to Fellows, who also had the opportunity to ask some questions.

“What influence has your husband had on you?” one Fellow asked. *“I chose a partner who is tremendously supportive.”* She explained, *“Women love to be masochists. We feel bad for leaving our children and husband at home to take care of our work, and we feel equally guilty at home for not attending our job responsibilities. The essence is to find someone to share core responsibilities with so that we don’t feel overwhelmed.”*

Another Fellow asked, *“As a leader, in what ways have you earned trust, and kept it?”* *“Our words have to count. That is the only way we can earn people’s trust. Politics is mainly about negotiations, so treason has a high prize in the public sector. As leaders we must be very careful with client-driven offers. When you pawn your words they must count. And if your promises don’t fall through it is always necessary to explain why they were not fulfilled.”*

“As a leadership agent, what is your vision of Central America, and what are your recommendations for improvement?” one Fellow inquired. “Central America is a successful integration model”, Mrs. Chinchilla answered. “The problem is that we have politicians that affect this union. But we must be cautious not to force integration. It has to be legitimate and natural in order for it to work, if not it could be counterproductive. We cannot afford to force the processes.”

Another Fellow asked, *“How has the dialectics of the public sector and the private sector affected your agenda?”* Mrs. Chinchilla answered, *“This tension always arises when investigating development options that simultaneously aid those sectors in our nation in extreme poverty and preserve the environment. The role of the government is to generate the optimal conditions for each sector to do its job the best way possible.”*



Mrs. Chinchilla concluded by calling for action, inviting Fellows to work on the two issues that in her opinion most affect the region – corruption and social gap.

The next morning, Fellows had a chance to discuss the key lessons learned from Mrs. Chinchilla’s visit. A few relevant reflections:

“As a leader you need to take important risks and stay focused over time.”

“Not all women have Mrs. Chinchilla’s luck of having a man by their side that has sufficient self-esteem and ego to withstand the huge success of his wife.”

“What was amazing about her was her ability to self-allow errors. Not only does she allow herself the possibility to succeed, but also the probability to make mistakes. And even more magical is her ability to make room to be passionate, emotional, and sensible.

“When you execute something with passion the universe conspires to help you.”

“She connected with me in everything she said. I have never felt discriminated for being a woman. Honestly. Even having worked almost all my life in politics. But she really touched me when she mentioned the importance of family in the decision making process.”

“In our culture there is a lot of skepticism. They are waiting for you to fail. We are put to the test.”

ATTACHMENT A: Laura Chinchilla’s Bio

Laura Chinchilla

Has a Master's Degree in Public Policy from the University of Georgetown, United States of America. She has been Deputy Minister and Minister of Public Security in Costa Rica, and member of special committees on intelligence, drugs and human rights. She has also been a member of the National Assembly. She is currently First Vice-President and Minister of Justice of the Republic of Costa Rica. Since 1990, she has worked as a consultant for Latin America and Africa with the United Nations and for international cooperation agencies in the area of institutional reform, with special emphasis on legal and public security reforms. She has also produced various publications - in Spanish and English - on matters relating to the administration of justice, public security and police reform.

APPENDIX 5: *Pre and Post Evaluation Summery*

Pre-Seminar Questionnaires

March 12, 2008

Twenty-four (24) Central American Leaders met for the first time in INCAE's campus in Alajuela, Costa Rica, on March 12-16, 2008 to start their journey together from success to significance. This is the third CALI class, self-named CAtaLizadores, the first where all Fellows invited attend.

Twenty-three (23) Fellows answered the pre-seminar questionnaire, but only twenty-one (21) answered the post-seminar questionnaire. Thirteen (13) Fellows identified themselves as from the private sector (54%), six (6) Fellows from the government sector (25%), and four (4) Fellows from the not for profit sector (17%).

Below a summary of their answers to the Pre-seminar questionnaires:

1. Are you currently involved in any charitable or community activities? If so, please describe briefly.

Six (6) Fellows of the twenty-three (23) that answered the questionnaire said they were not currently involved in any charitable or community activities. On the other hand, six (6) Fellows are involved in more than one charitable or community activity.

On the outreach arena, ten (10) Fellows are involved in activities pertaining to education, boy scouts and sports opportunities for youth. Seven (7) Fellows volunteer in community development in rural or indigenous communities, and one (1) Fellow helps with a foundation caring for abandoned children in the city.

Fellows also volunteer in democratic processes: two (2) Fellows from Guatemala are electoral process volunteers.

On mechanisms to strengthen society, one (1) Fellow works with a microfinance foundation and a foundation that promotes arts and culture, one (1) Fellow does pro-bono

legal work (for CALI) and helps with fundraising for INCAE, and one (1) another sits on a committee for social strengthening of FUSADES.

2. What do you think are the top five attributes of an effective leader?

Fellows mentioned multiple attributes in their answers. The most common were:

Determined/Perseverant/Committed - 19

Integrity/High morals and values - 17

Vision/Clarity of actions - 15

Influential/Motivator/Charismatic - 14

Ability to Listen/Be sensible to others/open minded - 12

Eloquence//Communication skills - 10

Energy/passion - 7

Risk taker/Courageous - 5

Humble - 5

Philanthropic - 1

3. What do you think are the top three attributes of "a good society"?

Fellows had more similar answers in this question. In order of popularity, the attributes of a good society mentioned were:

Opportunities for all/No people left behind – 20

Rule of Law/Morals rules/Transparency – 14

Democracy/Freedom/Liberty/Respect – 12

Shared vision of future/High level connectivity/Cohesion – 9

Development growth/Innovation/Education/Work Culture – 9

Effective Leaders - 1

4. What do you think are the top three challenges that globalization places on the society you live in?

Most Fellows agreed that economic inequality and poverty gap was the biggest globalization challenge (21). Fellows expressed the need for being competitive (11), to have more appropriate education and training (9), and higher political and social infrastructure and standards (7). Other challenges mentioned were cultural fragmentation or loss of cultural identity (5), environmental issues (2), and regional integration (2).

5. What aspects of your own leadership would you like to improve?

To this answer, many different answers were given, among them: more social participation, taking leadership skills to action (7), communication skills, capacity to engage others (7), tolerance and patience (6), ability to prioritize better (4), a clear personal mission statement (4), life-work balance (4), determination, consistency and follow through capacity (3), political savvy (2), and spiritual knowledge of country (1).

Post Seminar Questionnaire

March 16, 2008

1. Which of the readings or leaders did you find most compelling in this seminar? Why?

The Ones Who Walk Away from Omelas (20) – “made me face my blindness”, “eye-opener”, “we see the “suffering child” but refuse to act”, and “this is a call to action”.

Martin Luther King (9) – eloquence, effective communication skills, inspirational, determined, committed.

Jean Monet (6) – “he showed how to make an idea an impactful one”, “relevant to Central America in the integration, reminded me of the value of listening to one’s inner ideas, putting aside the noise”.

Gandhi (6) – “he had the courage to create tension and provoke change, with valor and humility”, inspiring, strategist.

Max De Pree (5) – “made me think of my skills and not those of others”, practical, deep strong message, tactical intelligence, values, clarity of ideas.

Lee Kwan Yew (5) – “he stresses the importance of pragmatism to deliver results and achieve change”, “made me ponder on authoritarian development model”.

Nelson Mandela (3) – inspirational, determined, sensitive, communitarian leadership, and social objectives.

Machiavelli (1), Nike/Brasil (1), Jack Stack (1), Semler (1), Harry’s INCAE Memoirs (1). The latter is mentioned for its lessons on legacy.

2. Which of the readings or leaders did you find least compelling in this seminar? Why?

Seven (7) Fellows of 21 that answered the questionnaire claimed there were no readings they did not find compelling, they liked all and learned from all readings.

Xenophon (5) – “hard to understand”, “need to learn about the context to better understand the reading”, “not connected”.

The Shah (5) - “indifference to people’s needs”, “I would have liked to know more about the time to have had a better context to understand his action, even if I do not identify with him”, “no spine”, “cultural differences”, “mediocre, ungrounded corrupt leader”.

Machiavelli (2) – “disregard for others”, “a cynic but a genius”.

Thatcher (2) - “self-righteous, less than honest in her intentions”, “I did not find her inspiring”.

Nike (2) – “not a good leadership lesson”, “this was more about making business than making meaning”.

Max De Pree (1) – “I do not like scientific approaches to leadership.”

3. Is there a leader not covered in this seminar that should have been? Who and why?

Spiritual leaders: John Paul II (3), “a spiritual leader that united all religious leaders having each one a different view but an ultimate sole goal”, “most influential leader of the XX century.”

Jesus (2), *“the example of selfless giving and service within the context of his time was able to create a lasting effect in society which has been good and bad depending upon how one decides to apply his principles.”*

Mother Theresa (1), *“her memoir on keeping the faith even when she did not think God was listening.”*

Other spiritual leaders mentioned: Dalai Lama (1), Moses (1), Mohammed (1) – *“how do they face leadership challenges common to all leaders?”*

Central American or Latin American Leaders (4) – Alvaro Uribe, a great statesman confronting difficult situations in a complex context.

Private Sector successful businessmen (7) – Howard Schultz, chairman of Starbucks, who has had a profound impact on an industry important to our region.

Warren Buffet and Bill Gates, they are changing the face of philanthropy.

Richard Branson, brilliant entrepreneur, forward-looking and socially responsible, always challenging the status quo.

Stephan Schmidheiny, successful entrepreneur investing in social causes in our region.

Negative Leaders (2) – Hitler and Castro, it would be interesting to discuss the impact of their negative legacy.

US Presidents (2) Lincoln, JFK – charismatic and committed to his cause.

Peace Leaders (1) Isaac Rabin.

Rock Star Leaders (1) Bono – you can be a rock star and use your fame to promote social conscience.

Four (4) Fellows did not answer this question.

4. As a result of this seminar, do you feel you have a new sense of what it takes to be an effective leader? If yes, please describe. (in *italics* the ones I found most significant)

“Yes, I learned that I have a purpose in Central America.”

“Yes, I have felt so much energy and learned so much from others, I have hope for this region.”

“Yes, acknowledge the importance to “serve”, to be “thankful” to “listen”.”

“More than a new sense for effectiveness, I found a new sense and a strong need for significance and legacy. Success is not enough...”

“Yes, the space to listen.”

“Yes, communications, not imposing.”

“Yes, it gave me new insight and helped me confirm the ones that I already was applying. For me the meaning of an effective leader is to be able to put your self in the other person's shoes, understand their point of view with “humility” and at the same time with an open mind. Learning not to take issues personally by objectively learning to give an example of how to act, how to address issues, and how to confront situations. Different situations make you capable to manage different scenarios and a different way and I believe these readings will help me manage future leadership experiences in a more stable and secure way.”

"I now recognize the sense that "calling" is not synonymous with sacrifice. "To each his own" ...calling."

"Yes, I do. Being an effective leader involves a lot of conditions, both endogenous and exogenous."

"As a minimum, a leader must have a vision, be coherent, have adequate communication skills; engage and empower a good team - inspire them; and be patient enough at times, but "pushy" always."

"Yes, certainly. I guess inner transformations are taught to put in words."

"Yes, I had not thought about being trained for leadership, it has been great."

"The trail is clearer, the faith renewed and focus to start small but steady is a certainty."

"Humility - understanding that coaching, research and training is needed and that I must do whatever it takes to get that training, as if going to school."

"Yes, in truth I needed to renovate many concepts. I had never considered doing a life or professional strategy, I only reacted. Thank you for choosing me."

"Yes, effective leadership is based on solid values and are those that are reflected and inspire others. You guide with example and humility."

"I think that as a result of this seminar I have realized what things I need to do to be more effective. I have been able to auto analyze myself on what I am doing and what I am NOT doing, and what I should be doing. I also have a more clear idea of the steps I need to take to make a difference."

"Definitely, I have the challenge to improve many aspects of my life and inner self. And be a better person, and thus become the leader I want to become."

"Yes, better defining priorities and focusing."

"I learned the need for a balanced leadership, I go back with new plans, especially regarding my family, work, society and new projects."

"Keep informed, alert to the most important events that allow me to identify the projects."

One (1) Fellow did not answer this question.

5. As a result of this seminar, have you been able to identify specific areas where you need to improve your own leadership style? If yes, please describe.

"The seminar confirmed I have the basic style and capabilities, I strongly need however to focus on significance, legacy and impact."

"Focus, ability to communicate, networking with others more effectively, constant introspection to draft a path to follow."

"Communication skills, collaboration."

"Yes, I have found that I need to improve in the ways to understand the point of view of other people, especially those thinking totally opposite from my point of view, and not being confronted with unconformities and unnecessary reactions but understanding and respectful."

"Yes, be more structured with respect to my life mission. To focus and develop (life?) plans and strategies."

"Integration of leadership to leverage the effectiveness of the intervention."

“Improve listening skills, hear your inner voice/meditate, control impulsiveness.”

“Know yourself, see inside, and take the time. Keep the momentum.”

“Yes, organization, priorities.”

“Yes, I need to ensure I know myself better everyday. I need to be able to prioritize better, avoiding to dilute myself in a myriad of options, I need to give people a chance to grow around me, and not only to push things forward by "authority", I need to be more patient, and at the same time, learn to "enjoy the journey" in the quest for change.”

“I have to become a better communicator, I have to become more introspective to find my calling and understand at what stage of the journey I am in.”

“To be an effective leader and make a difference, I must find what it is that I want to do. Once I identify that, I will be able to motivate others, and transmit my passion for what I do. A leader is not one that does not take action, but the one that makes changes. A leader must have solid moral values, not do anything amoral.”

“Need to find work-life balance (work, family, personal).”

“Tolerance, openness to new perspectives, listen and observe.”

“Yes, need to back up strategically - need to listen to be able to communicate.”

“My communication skills, to be able to transmit my thoughts effectively. My people skills – to be less timid, and my general culture, to have a more broad vision.”

“Focus.”

Three (3) Fellows did not answer this question.

Seminar Evaluation

1=Agree Strongly 2=Agree 3=Neither agree nor disagree 4=disagree 5= Disagree Strongly

	1	2	3	4	5
The group of Fellows assembled is a strong one	16	4			
The readings were useful to the discussion of leadership	17	3			
Time allotted for discussion was adequate	6	7	3	4	
The logistics were well organized	17	3			
The conference and lodging facilities were comfortable	15	5			

This seminar is different from other I have attended	13	6	1		
I believe that this program and the leaders participating in it will help drive change in CA	17	3			

APPENDIX 6: *Leaders and Attributes Summery Handout*

Gandhi

-What is his strategy?

- Research
- He created symbolic acts that represented the general principles.
- He was very mystical.
- Non-violence
- Listening
- Provocative
- He sets an example.
- Focuses on raising the people of India's self-esteem.
- Network: He writes essays.
- Moral authority
- Defiant

- Representation: 150 million Indians – he wanted all of them to have representation.

-What does he do?

- He was trying to improve relationship and improve conditions between British and Indians. Changes relationships with landlords. He focuses on economic issues
- He focuses on the concept of servitude. He took the job of the servant. Eliminating the concept of servitude. A class issues.
- Unity of religious groups.
- Change what he thought were unjust laws.
- He wanted to give all Indians participation and representation.
- He would speak only the necessary things, he would speak to the point, very simply and straightforwardly.

Gandhi's principles:

- Every human deserves respect.
- We are all equal, and we are all good and bad.
- Work towards achieving common good - social, civil. Meet the minimum need of people.

-What are you going to take away from this discussion?

- I will try to research, understand more the people that I work with and the people I am trying to help in order to really produce change.
- I can provoke change
- We need to raise people's self-esteem, we need to praise the people that work for us.
- Let people know that you are doing things – it gives them hope.
- Help people understand what they are and what they can become.

Margaret Thatcher, *The Downing Street Years*

-Strategy she follows:

- She built a good team – she gets key people in key positions (negotiator, communicator).
- Inflexibility, no tolerance, very clear objectives.
- She knew how to make quick decisions and didn't get caught up with bureaucracy.
- Close down mines, long strikes.
- Reducing violence by placing police in the minds – mobilizing support.
- She uses messages and communication to mobilize support:
- What do people really want? She puts herself in the people's shoes.
- Use simple messages and give them in a strong and powerful way.
- Towards the end she used: intimidation.
- She goes public.
- First plan: close pits – but she changed this original plan. She realizes that closed non-economic pits are backfiring. So she does change the strategy.

-What does she have going for her?

- She had a number of leaders surrounding her and helping her.
- What did she not do:
- Talk about free markets
 - Use violence
- How do we access her as a leader:
- *“I didn’t like her very much, at all. This is the piece I disliked more about this packet. She plays dumb. She had a very ideological view of things. Sounds like a little old lady coming out of mass and having a one-minded mentality on things. Self-righteous, ruthless and manipulative ”*
 - *“She is very insensitive and inflexible. But she also has the ability to move from a very extremist position to a motherly and maternal stand. This is something that is innate in women’s nature. Women have the ability to be very strong and very maternal.”*
 - *“The historical context forces her to be highly dogmatic, strong and intolerant. But she fails in communicating her objectives.”*
 - *“What is very interesting is how much in the background she was. She allowed other people to help out and to be leaders.”*
- What lesson did you learn:
- She was very effective in gradually aligning the variables to her favor. Slowly by surely she starts setting the agenda to provoke and make her opponent react.
 - Her tactical ruthlessness.
 - Allowing others to lead as well. Don’t try to do things just to enrich one’s self but know how to step back and be on the background to let others act.
 - We have learned that we as women don’t have to “masculinizar/manlysize” ourselves to enter the political arena, we can be ourselves and embrace our femininity.

Lee Kuan Yew, “The Man and His Ideas”

-His vision: development

-What do we do to move Central America towards a better society?

- The problem in CA is that we are too “encajonados” and don’t think in pragmatic terms. We have too much fake leadership.
- We need a visionary that knows how to break the mental schemes of why we can’t do things.
- Maybe our countries are not prepared for a total democracy. We need focused leaders centered in the necessities of the nation and not centered around being published in the press.
- *“In CA we need strong governments, a clear long-term vision that prevails over time, and pragmatism.”*
- We haven’t been able to bring foreign investment into our countries because we have too many bureaucratic boundaries and political governments changing every 5 years and changing policies every time. Every 5 years there is a change of agenda.

- *“We have a tendency in CA to always look outside for models and recipes. The solution to our problems is within us, because we are like no one else.”*
- Lee Kuan Yee’s recipe looks superb, but at what cost? What are the rights that I will have to surrender to help my country develop? Is it worth it?
- Pragmatism is very absent in CA. Another big problem in the region is the big social gap that polarizes our nations.
- We have to prioritize the agenda. We can’t idealize while our people are starving.
- We tend to follow foreign recipes in half.
- *“We have been talking about as a group about a vision. But do we even know what our vision is. This is the challenge to find and inner vision in order to form a collective one.”*

Jean Monnet, *Memoirs*

-His vision: Security.

-What does he do:

- He gets his inspiration from nature.
- Takes decisions in solitude
- He has a very deep understanding of self, found his voice very early in life.

-How does Monnet solve the problem?

- He came out with a solution that involved the two parties. Thinking out of the box.
- He took a chance by telling disclosing his views and ideas to a friend. The power of ideas and vision is not to be underestimated. Monnet begins with one person and later creates a circle of friends. He drafts a proposal with a group, his friends.
- He finds promoters to endorse the idea to. He finds the key players that will make it happen.
- His big strength: his ability to simultaneously working many different fronts. He gets all the players on board.

-What lessons do you learn from Monnet’s experience:

- *“Looking for a higher purpose. It is not about our image, or putting our name out there. It is about achieving our goals, no matter if we are not given the credit for reaching them.”*
- *“He was a leader of leaders because he managed to make himself disposable. He empowered others to look at the problem and now how to solve it with our without his help.”*

Edith Hamilton, “Xenophon,” *The Greek Way*, Ch. 10

-Strategy:

- There are a lot of complexities with this man. He rose from the unknown and managed to raise an army.
- He appeals to the crowd because he managed to make all the people important. By cutting of the head he enabled them. He promoted their participation. He empowered them.

- He gave work back to the people. He created a working space for people to that wanted to work, and handed this work at the pace of the worker, at a rate the workers could handle.
- *“His strength what his ability to engage everybody and empower them to do what they were best at doing. He pulled out the best in everybody.”*

Jack Stack A & B

-Exercise: people, under this philosophy are:

- creative
- trustworthy
- want to belong
- responsible
- empowered
- capable
- accountable
- motivated
- achievers
- ambitious
- recognition
- pragmatic
- competitive
- ambitions
- there part of something larger
- learning

Ricardo Semler, “Natural Business”, and “The Survival Manual,” from *Maverick: The Success Story Behind the World’s Most Unusual Workplace*

-Comparing Jack Stack with Semler:

- Same: many things are the same but...
- Difference:
 - people are rational and humorous, they want to have fun. He is more informal about offices, people want more freedom, he is more flexible. He wanted people to be more nature. People are diverse and much more different.
 - He eliminated the manual, and replaced it with a code of conduct. You have to get your own coffee and your make your own copies.

-What are some creative things that we can do:

- *“We don’t have to increase everyone’s salaries but we can congratulate them every time they do a good job.”*
- *“It is not all about the money. I think there are people who no matter how much money you give them they will never do the work.”*
- *“Guest performing artist, bonuses, vacations...”*

Jack Stack and Semler give people the big picture. Your challenge as a group is to find the balance between finding the big picture and getting personal.

Lessons learned from Laura Chinchillas Talk

-Stay focused over time

-As a leader you need to take important risks

-*“Not all women have the luck of having a man by their side that has sufficient self-esteem and ego to withstand the huge success of his wife.”*

-*“What was amazing about her was her ability of self-allowing error. She allows herself to make mistakes and she allows herself the ability to succeed, and she allows herself to be passionate, and emotional and sensible.*

-*“When you execute something with passion the universe conspires to help you.”*

-*“The way she addressed the women issue in politics and high positions.”*

-*“She connected me in everything she said. I have never felt discriminated for being a woman. Honestly. Even having worked almost all my life in politics. But she really touched me when she mentioned the importance of family in the decision making process.”*

-*In our culture there is a lot of skepticism. They are waiting for you to fail. We are put to the test.”*

Ehsan Naraghi, “From Persepolis to Jean-Paul Sartre (Second Conversation with the Shah,” in *From Palace to Prison: Inside the Iranian Revolution*)

-The story: A journalist writing the piece who is hearing all this things about the Shah.

-What are the leadership lessons from this piece?

- *“One can’t have absolute control because one can abuse it. But this is still happening today in countries like Dubai and Kauai. Having a Shah is part of the culture.”*
- *“I believe the Shah had no judgment.”*
- *“People do what the Shah does not what the Shah says.”*
- *“There is a morality problem with the Shah in a more pragmatic way. He was very afraid of his own family. I think he was not very practical.”*
- *“We so often here the expression: ‘Ohh he was such a good President, too bad he let himself be surrounded by people who are corrupt.’ This can’t continue to happen. This can’t be an excuse.*
- *“Having power does not make you a leader.”*
- *“You can be President and exercise leadership or not.”*
- *“Panama is giving a terrible example by giving political asylum to political convicts like Bucaram. There are also no laws to protect the denouncer of corruption.”*

-Lessons:

- Ignorance
- Lack of values
- Blindness

- Lack of courage
- Spineless
- Culture where people are not encouraged to be honest
- Hypocrisy
- Privilege
- Absolute power
- Laziness
- No passion
- Arrogance

-There is an element of corruption here. There will be many times that systems will not allow for people to help. Presidents being surrounded by bad apples. This isn't theoretical stuff. There will be bad apples in our governments, our companies, our board of directors.

"Hitting the Wall: Nike and International Labor Practices"

-What is Nike's business model and the secret of their success: low cost strategy, outsourcing to other countries where production was low cost, huge amount of money goes into marketing, get endorsements for celebrities.

-Exercise: Fellows impersonating Jeff (independent production contractor in Indonesia) and Phill (Nike CEO). Role playing.

-Do the means justify the ends?

-The turning point was when Phill became the important leader in the reform to improve foreign working conditions.

-What lessons are learned: *"What is legal is not necessarily moral."*

- *"We have to have a broader vision that follows an ethical path."*
- *"Be aware that what I am doing does not only affect my country, but the whole globe."*
- *"Be proactive not reactive."*
- *"In our societies there we can't impose transformation. I need to be sensitive not to be imperialist. There is room to evolve. We have child workers in coffee plantations, but they do it in their vacation time and with their families, so how can we punish them for doing this?"*
- *"Why is it always the blame of the company. We can't always demonize the companies. They are successful but this doesn't force them to be completely socially responsible."*

Thucydides, *The Peloponnesian War: The Melian Debate*

-Exercise: role playing. State the basic arguments of the debate. Very dramatic performance.

-Melians, how did it go? Where you please with your argument?

- It felt frustrating, it is a very desperate situation
- These guys are fighting for their life
- We have no power
- No room for negotiation

- The only room to act and maneuver was our statement, our argument.
- Little margin for maneuvering makes it very similar to the position of a robber trying to steal your wallet holding a pistol in your head. No space for leverage and negotiation.

Athenians, how did it go?

- Great
- They left a very small window of opportunity
- Athenians went in there to communicate, they had no power to negotiate because they were representatives of their general.

-Why is this piece still relevant today?

- *“Because it happens again and again and again. I want to share something that is happening in my life. I have partners who share part of the profits. I decided to leave. Well actually they asked me to leave. We separated the assets. But it has being an arduous battle of negotiation. I have no power at all. They have the deed to all the control. My argument: I am influential. And now the numbers are more favorable my way and the balance of power shifts every time.”*
- *“An important characteristic of leadership is empathy. We have to put ourselves in the others shoe.”*

Niccolo Machiavelli, *The Prince*

-For Machiavelli people are:

- untrustworthy
- incapable
- selfish
- traitors
- bad
- unfaithful
- flexible
- vulnerable
- liars
- cowards
- greedy
- fool
- corrupt
- selfish
- materialistic
- ambitious
- competitive

-*“A las buenas soy buena y a las malas soy mejor”. In the good times I am good and in the bad times I am better.”*

-*“You can get the best people to work with you, depending on what type of leader you are they can be transformed in the positive. Many times is up to the leader to shape their workers.”*

- *“It all comes down to people justifying their acts.”*
- *“A healthy approach for a leader is to appeal to the good attributes, but always keeping an eye out for workers with bad attributes.”*
- *“I act exactly as my leaders expects me to act. It’s almost as an unconscious act. I fight against it. But its human nature no matter how much self-esteem you have. You become a reflection of what the others person expects you to be.”*
- *“A leader has to have a real radar. As the Bible says: ‘Be wise as a serpent and harmless as a dove.’”*
- *“You can’t lead other unless you can lead yourself. Inside ourselves there is good and bad positions. How do you manage yourself to bring out the best in yourself and to desensitize the worst.”*

Max De Pree, “Leadership Is an Art”

-According to De Pree people are:

- institutional value system
- financial health
- succession both in government and in private sector

-A leader must:

- everyone has a talent and the job of the leader is to find this talent
- a leader must be a judge of people
- a leader must create momentum in his company
- delegate efficiently
- define reality
- is responsible for the jobs of his employees

Dr. Martin Luther King, Jr., *Letter from Birmingham City Jail*

-What do you think made him such a powerful leader:

- his eloquence
- his ability to nail the issue
- his human quality
- his bravery
- he completely identified his life with his cause
- very very wise
- clear message
- willing to focus
- ability to make people know how blind they are
- he had good morals
- he was walking the walk
- teaching by example
- deep philosophical and religious views
- such a moral courage
- humbleness to the end

Nelson Mandela, *Long Walk to Freedom*

-What parallels between Mandela and MLK Jr:

- give their life for their cause
- analyzed the moral laws, resisting to laws that are not fair to all
- very patient in their cause
- both reached a position in which they had the possibility to change, and made it with respect to make people listen
- they are both willing to break the law if it is for a just cause, but they are also willing to accept the responsibilities of their actions

-Differences between Mandela and MLK Jr.:

- context, Mandela got to see the fruits of his struggle
- calling for violence. Mandela justified the use of violence.

APPENDIX 7: *Leadership Projects Guidelines*

The guiding purpose of the Leadership Initiative is to motivate young leaders across the region to move “*from success to significance*” by mobilizing their energies, their skills and the resources at their disposal to address the foremost social, economic and political challenges of their countries – and their times.

As such, an integral part of the Initiative experience is the performance of a leadership project by each of the Fellows during the fellowship period.

In designing and implementing these projects, it is expected that the Fellows will apply the sorts of leadership principles and practices we have studied together around the seminar table.

The ideal project will:

1. Engage the Fellow’s personal passion
2. Address a pressing need
3. Be innovative and distinctive
4. Make a real difference
5. Be ambitious, a stretch
6. Be able to show measurable results in 12-18 months
7. Leverage the energy, skills and resources of others
8. Take on a life of its own
9. Promote the values the Fellow holds most dear
10. Be a source of pride for the Leadership Initiative

If the project is building on something that a Fellow is already doing, it should be an addition, extension, enhancement, expansion or acceleration of that activity.

In the months following the Executive Seminar – the second in the series of four Leadership Initiative seminars – the Fellows will convene to share, critique and approve their project proposals.

At the third and fourth seminars, the Fellows will share their progress – successes and challenges – with their peers.

Attached, you will find a sampling of the projects carried out by the Henry Crown Fellows of the Aspen Institute, the inspiration for the Global Leadership Initiatives – themselves an outgrowth of a leadership project.

Be bold!