

## **2001 USACE Senior Leader / Emerging Leader Conference Trip Report**

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### **Senior Leader Conference:**

- People – The Corps must continue to invest in the professional and personal development of its workforce. Beyond the traditional methods of improving technical skills through classroom training, LTG Flowers stressed the need for widespread interpersonal counseling and mentoring at every level of the organization.
- Communication – The Corps must continue to build relationships with customers, stakeholders, partners, citizens, professional organizations, other government agencies, and the media. If we listen and seek to understand, these relationships will be constructed on a foundation of trust and mutual respect. Our organization cannot continue to cower from critics but must tell the story of our history and service to the nation.
- Process – In order for our organization to efficiently perform in today's culture, the Corps must actively seek to leverage the capabilities of the entire organization by shattering the self-imposed boundaries at the border of each district. The Project Management Business Process plays a critical role in the succession of these historic stovepipes and traditional networks.

### **Emerging Leader Conference:**

- Awareness – My effectiveness within a team and as a leader is directly related to my ability to communicate. By developing a keen awareness of my audience and of myself, I can refine the delivery of my message to assure clear reception by the intended audience.
- Understanding – The success of any relationship hinges upon the ability of the participants to understand one another as well as they understand themselves. Intense listening with the goal of complete comprehension and not judgment results in a stronger and more sincere relationship.
- Trust – The effectiveness and efficiency of a team depends largely on the level of trust established between the members of the team. Successful teams are comfortable empowering individuals to act on behalf of the team and rely on delegation to accomplish significant objectives.