

Trip Report

From: Kathleen M. Ryan
Buffalo District
CELRB-CO-RO

Where: Chicago, Illinois
When: August 3-10 2001

What: Emerging Leaders Conference

Outcome: I am changed by the experience. The results of the psychological evaluations help me know myself better. Having the opportunity to view the Senior Leaders at work helps to increase my understanding of the Corps, the Learning Culture concept, and helps me to see other areas where I may be able to help shape the future. I will incorporate some of the learning (ie. Brain Dominance tool and the “Smart Team” concept) into my CO2 facilitation assignments for the Regulatory Branch. In addition to my Regulatory/Process Area responsibilities, I will continue to work on morale issues and will include as many people as I can to complete my JDI plan. I will continue to work on building trust both inside and outside of the Corps. “If not ME, than who? If not NOW, then when?” is real.

Observations:

Perhaps the Strategic Goals Model would be more reflective of the Vision if “communication” were changed to “Customers”. Communication is the glue that holds the center of the model together and is part of all three circles. The center is the intersection where the “hedgehog” (Collins, 2001) understanding occurs.

Regulatory could teach the rest of the Corps a lot about synergy, creativity, problem-solving, consensus and team building. Hopefully, the learning culture will lead to the rest of the Corps including Regulatory and the expertise of its people more often.

The Corps is not a learning culture, yet. However, there are pockets and there is hope. Senior Leaders recognize there are problems and appear to be working on solving them.

Taskers:

- Summarize Meeting Notes
- Write thank-you notes
- Share the learning experience with team and chiefs
- Share my “Just Do It Plan” with my team and request assistance
- Update my IDP
- Add my “Just Do It Plan” to my TAPES
- And: Just Do It
- Look for developmental assignments (hopefully, environmental restoration work and/or a rotation at headquarters)
- Decide if I’m in the right seat or even on the right bus and DO something about it.
- Improve communication skills
- Learn more (Be a shadow?)
- Practice push-ups
- Have fun