

## MEMORANDUM FOR RECORD

SUBJECT: Emerging Leaders Conference (ELC)/Senior Leaders Conference (SLC) Trip Report

1. This year's ELC/SLC was held in Chicago, Illinois from August 3, 2001 thru August 10, 2001. Having the wonderful opportunity of being selected this year, I learned about myself as a leader and brought back to Huntington District ideas and goals that will result in a positive difference. Interacting with the Emerging and Senior Leaders from all around the world, I witnessed a strong sense of commitment to change and improvement.

2. **Emerging Leaders Conference** (3 August 2001 – 5 August 2001)

The ELC was a very educational experience and offered insight to the areas of leadership styles, managing practices, and various behaviors. In combination with informative presentations, creative team activities placed all these "nuggets" of learning into perspective. The following is a summary of the main areas covered,

Situational Leadership

- Leadership Styles: Telling, Coaching, Encouraging, and Delegating
- Dufault's Linear Interaction: Cooperative, Calculative, and Hostile

Personality Traits

Tools: Myers-Briggs, 16 (PF), HBDI, FIRO-B

- Different personality traits and specific methods of communication for each trait – result: communication will be accepted in a positive way.
- Analyzed personal way of thinking and preferences. Gained understanding of interaction with others and leadership/management strengths and weaknesses.

Team Development

Exercises: X's and Y's, Hollow Squares, Project Planning

- Results of a team are better than results of an individual.
- The more diverse (in thinking) the team members are, the better the team. Input is received from different perspectives.

Main "nuggets" of learning:

1. Appreciate the differences of others.
2. Once trust is lost in a team, it is impossible to get back.
3. Communication improves when you try to understand other perspectives.
4. Always assume positive intent.
5. Do not make rules that do not exist. Set boundaries.

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### 3. **Senior Leaders Conference** (August 6, 2001 – August 10, 2001)

Throughout the SLC, I realized that many concerns employees share are being heard and addressed. The following are the main topics covered during the SLC:

- Improve relationships with DoD
- People taking care of people
- Empowerment – “Just Do It!”
- PMBP
- Create a culture of positive proactive people
- Leaders – “Walk the walk”
- Improving internal communication
- A Learning Organization
- Consideration of others
- Recruiting

4. As a result of the ELC/SLC my “Just Do It” plan is as follows,

- Review feedback from co-workers and ELC team members. Set personal goals of improvement.
- Brief District Quality Committee on events of ELC/SLC. Offer recommendations for areas of improvement within the District.
- Brief peers about ELC/SLC (through ITC and District newsletter).
- Remain a team leader for the Huntington District Recruiting Program.
- Volunteer to serve as a facilitator for the PMBP initiative.
- Brief section on ELC/SLC and make recommendations for areas of improvement within the section.
- Continuously update my “Just Do It” plan.

5. The ELC/SLC experience was invaluable for me, personally and professionally. The conference allowed me the chance to see the issues that are being focused on throughout the Corps of Engineers and develop relationships with other Emerging Leaders and Senior Leaders. I left the conference with a new outlook and the motivation that I can truly make a difference.

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