

SHADOWING GUIDE

TIPS AND SUGGESTIONS FOR "HOW TO MAKE THE MOST OF YOUR SHADOWING EXPERIENCE"

This Guide was developed by the Emerging Leaders to provide prospective Shadows and Shadow Sponsors some idea as to what to expect as they embark on a shadowing experience. The guide was developed by both Shadows and Sponsors who have had the opportunity to learn from their shadowing experience and put together some tips and suggestions that might be helpful to others. It is by no means an all-inclusive list and the Emerging Leaders welcome feedback on how to improve the shadowing experience based on personal experiences.

Providing the opportunity to shadow senior leaders demonstrates the Corps' interest in investing in people and developing our future leaders. Shadowing senior leaders gives employees the opportunity to be exposed to events and learning experiences outside of their current working environment. The experience provides both the Shadow and Sponsor an excellent opportunity to observe each other "up-close and personal" and, as a result, learn about each other's leadership styles and abilities. The Shadow will gain insight and a broader perspective concerning the myriad responsibilities and issues that USACE leaders face and how these challenges affect decision making at the highest levels within the Corps. The Sponsor has an opportunity to learn from the Shadow and hear about what is going on out in the organization that they normally do not get feedback on. Additionally, it is rewarding and enriching for the Sponsor to contribute to the growth and development of the future leaders of the Corps.

For the Sponsor: Here are some tips and suggestions that you may find useful in working with your assigned Shadow:

- **Ensure that your Shadow understands your expectations of him/her with regard to accompanying you to meetings, to include which meetings; briefings; luncheons; and any other activities as you deem appropriate; taking of notes; and active participation in conversations or just observation; trip reports; etc.**
- **Share your biography with your Shadow prior to the shadowing experience as a means to "break the ice" and facilitate your initial, get-acquainted meeting. Shadows will initiate a telephonic or email introduction with you prior to getting together.**
- **Encourage your Shadow to ask questions, share observations, and seek advice and guidance from you.**
- **Ensure that your Shadow has as many opportunities as possible for interaction and visibility with others, e.g., introduce your Shadow to your colleagues.**
- **Provide opportunities for your Shadow to assist you in meaningful tasks, e.g., retrieving/looking up information, preparing synopses of meetings or presentations, etc.**
- **Engage your Shadow in a "lessons learned" discussion frequently.**
- **Share any suggestions you may have on career enhancement/development activities, job opportunities, which you feel may be beneficial to your Shadow.**
- **Discuss each other's career, hopes and dreams. In most instances you will get more out of this than the Shadow will.**
- **Discuss with the Shadow what leadership is or is not, or how vital strategic vision is to executive success, or the need for good relationship development, or resolving conflict or active listening, etc. Encourage the Shadow to give honest feedback on where these attributes were displayed or observed**

by you and others during the course of the shadowing experience. A key leadership attribute and teaching point for the Shadow is for the sponsor to admit that they too have weaknesses/blind spots and are always looking for constructive feedback on ways to improve.

For the Shadow: Here are some tips and suggestions to help make the most of your opportunity as a Shadow:

- Contact your Sponsor prior to getting together in order to introduce yourself, share your biography and a brief description of your position and duties, and make plans for your initial meeting.
- Make sure you understand your Sponsor's expectations of you--if unclear, ask for clarification.
- Ask if there is any preparation work required, to include agenda, briefing materials, etc.
- Use every available opportunity, as appropriate, to ask questions, seek to understand, share your observations, and or seek advice from your Sponsor.
- Use every available opportunity to interact and/or network with your Sponsor and others. A major part of the shadowing experience is for the Shadow to stay with the Sponsor throughout the day to include all side conversations that might take place. This is another opportunity to learn how the Sponsor interacts with others as well as enhance knowledge and awareness of various issues. This is something that the two need to work out at the outset. In some instances this may be in confidence and the Shadow needs to understand this.
- Ask your Sponsor to suggest tasks or areas where you can be of assistance, e.g., gathering information; taking notes of meetings; preparing synopses of presentations, etc.
- The Shadow may want to bring the list of acronyms provided in Appendix A of the MVD-ELP Charter. If some acronyms are mentioned that are not in the Charter, have them added to Appendix A.
- Be open and willing to share "lessons learned" and observations, as well as to ask questions of your Sponsor frequently.
- Be punctual, energetic, and show that you are willing to make the most of this opportunity to engage with your Sponsor and others.
- Seek to establish rapport with your Sponsor that may result in continued interaction and communication after the shadowing experience.
- Have FUN, RELAX, and ENJOY!!!!!!!

Appendix A

GLOSSARY

APIC - Army Performance Improvement Criteria
ATMP - Automated Training Management Program
BOD - Board of Directors
BOD LT - Board of Directors Liaison Team
CEFMS - Corps of Engineers Financial Management System
CEHR - Office of Human Resources at Headquarters
CG - Commanding General
CMR - Command Management Review
CPM - Career Program Manager
DLAMP - Defense Leadership and Management Program
EL - Emerging Leader
ELB - Emerging Leaders Board
ELP - Emerging Leaders Program
ELP Alumni - MVD Emerging Leaders who successfully completed the ELP
GE - General Expense
HQ ELC - Headquarters Emerging Leaders Conference
HQ SLC - Headquarters Senior Leaders Conference
IDP - Individual Development Plan
LEAD - Leadership Education and Development course
LDP - Leadership Development Program
MACOM - Major Army Command
METL - Mission Essential Task List
MSC - Major Subordinate Command
MVD ELC - Mississippi Valley Division Emerging Leaders Conference
MVD RBC - Mississippi Valley Division Regional Business Center
OLE - Organization Leadership for Executives
PBAC - Program Budget Advisory Committee
PMBP - Project Management Business Process
PME - Personnel Management for Executives
PRB - Project Review Board
PQA - Presidents Quality Award
RMB - Regional Management Board
SBLM - Sustaining Base Leadership Management
SKAP - Skills, Knowledge and Abilities
SL - Senior Leader
SLC - Senior Leaders Conference
SMR - Strategic Management Review
SPS - Standard Procurement System
ULAB - USACE Leadership Advisory Board
USACE - United States Army Corps of Engineers
Vision - USACE Strategic Vision