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To: Tindal-Fisher, Margaret A HQ02
Subject: Emerging Leaders Conference Trip Report to Chicago, IL for Craig Forget

Emerging Leaders Conference Trip Report to Chicago, IL for Craig Forget

My goal for the trip was to learn more about myself, and how I can better interact with others on a daily basis. I met 36 emerging leaders from around the country, 6 team leaders who attended the course last year, and an amazing facilitator/psychologist named Nap DuFault. The best way to sum up what I experienced is with the following nuggets of learning.

The emerging leaders course is based on the week long course from the Center for Creative Leadership. An Executive Order by former President Carter requires all Brigadier Generals to take this course.

Dr. Deming, the quality guru who transformed the work place in Japan, taught all of his life that numbers achieved quality. Weeks before his death, he taught that he now believed quality was in the people stuff. If you like me and I ask you for help, you help me out. If I do not like you and I ask you for help, you say, "I'll get to it when I can."

I have learned about situational leadership a couple of times before, but I finally understood it this time. It is about using the right behavior (i.e., telling, coaching, encouraging, or delegating) at the right time. It is not different strokes for different folks, but different strokes for the same folks. I may be able to delegate "x" to you right away as you are an expert. But "z" I need to tell you about first, then coach you about it (tell the why's), encourage you as you understand it, and then finally delegate the task to you. Even the newly hired GS-15 expert still needs to be told where the toilet is, how to use the phone, and how to use CEFMS. Also, if someone thinks they can do it, and you think they cannot, do not delegate the task to them. If they fail, it is your fault, not theirs. Always help people increase their performance, otherwise you are not doing your job as a manager. Delegation - Never do anything that someone else can do, do things that only I can do.

Herman Brain Dominance Indicator (HBDI). It takes all kinds of people (Technical, Organizational, Emotional, Creative) to make up a team with full intelligence. Make sure you have at least one of each of these types of people on any team you create. In a room full of Generals, pull in a Sergeant if one of these categories is missing.

Strategic Planning. Putting operational people in a room with butcher paper is not strategic planning. Strategic planning requires a new group of creative, innovative people. Many ideas may run counter culture, but need to be prepared to accept their recommendations. McDonald's has a "Skunk Works." A bunch of creative people in a flower covered VW Van, who work not in, but down the street from McDonald's University. Odd people who come up with ideas like McNuggets.

Plan time for reflection, thinking deep. What is happening? What is not happening? What can I do about it? Create space and do a little reflection, even in the midst of chaos.

BG Strock of NWD: Creating the PM stovepipe may well have been a mistake. When will we know we can start thinking about eliminating that stove pipe? PMBP is a process, no stove pipe is required.

LTG Flowers invited one of our biggest critics, Michael Grunwald of the Washington Post, to speak at the 7 AUG 2001 Senior Leaders Conference in Chicago. Mr. Grunwald said "I feel like a dog at the mail man's convention." When asked if he had any regrets about any of the articles that he had written, he said some ... one in particular - the FUSRAP story was a bad story and he wishes that he had not written it. Mr. Grunwald said, there have been, "too many stories written about Low Level Nuclear Waste, and I am sorry that I contributed to that."...From, "what I know about Low Level Nuclear Wastes, there are probably more dangerous problems in the country."

LTG Flowers Quotes: "Fierce determination to solve people issues, not acceptance, is what is

needed.” On regionalism, “Reward customer service, punish turf protection.” On morale - We must allow occasional failure with out punishment and reward innovative behavior. “If not me, then who? If not now, then when?” The learning organization looks outside for improvement and in the mirror for criticism. Communications Goal -Other people talk about the Corps in the same we talk about ourselves...

To do: Read “Who moved my cheese?”