

MEMORANDUM FOR The Record

SUBJECT: Trip Report, Emerging Leaders/Senior Leaders Conference, Chicago Illinois, 3 - 10 August 2001

1. Lessons learned from the Emerging Leaders Conference (ELC) and Senior Leaders Conference (SLC) are provided below. The overall experience was enlightening, inspiring, insightful and energizing. My goal is to convert the cost of my attendance at subject conference from an expense to an investment for the Corps in as short a time as possible.

2. **ELC:** Pre-ELC work included numerous psychological and personality tests that determine how and why I think, act and interact with others the way I do and how I should interact with others due to their own distinct personalities. From input received from those I work closely with at the Corps, I learned that I tend to be too intense and that I should be more laid back in some cases. Other leadership skills I learned were to do only those things that only I can do and to delegate the rest and to not limit myself by rules that don't exist, i.e. "Just Do It!".

3. **SLC:** Main points are summarized:

a. General Flowers and all Senior Leaders including General John Keane, Vice Chief of Staff Army, are aware of and are continuing to work on the problems with hiring people.

b. Workforce morale is General Flowers' number 1 priority. We need to ensure our people are happy to come to work or to turn on their computer and plug in from wherever they're working that day (i.e. telecommuting), especially since the Corps will be losing a large percentage of our workforce in the next five years.

c. Project Management Business Process will be implemented by October 2002. The Corps will adopt a corporate business style and there will be rewards for those divisions/districts that do. The Project Management Plan on this will be published by the end of September 2001.

d. The Corps will adopt a learning organization culture and the Senior Leaders discussed methods to do so. For the last 15 years, the United States has been in a transitional period of changing from a manufacturing mode of production to a service/knowledge mode and that's why we aren't right on with how to operate.

e. The Corps should engage our critics, engage stakeholders as early in the study/project process as possible and never miss an opportunity to tell the Corps story.

f. Campaign Plans for Achieving the Vision are to be updated by November 2001 and should have no more than 6 to 12 major initiatives.

g. The Corps is not in competition with the private sector. We need to maintain our technical competency.

h. Level 5 Leadership skills should be read and internalized. Hardcopy available upon request.

3. Additional details and information on the ELC/SLC are included in the attached file.

Deborah Heibel Peterson, P.E.
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