

MEMORANDUM FOR RECORD

Subject: 2001 Emerging Leader / Senior Leader Conference Trip Report

I, the undersigned, attended the 2001 Emerging Leader (EL) / Senior Leader (SL) Conference in Chicago, IL from 3-10 August 2001. Following is a summary of events:

Friday, 3 Aug: ELs met at icebreaker reception.

Saturday, 4 Aug: ELs met with Dr. DeFault and discussed the situational leadership model and leadership styles. Also discussed individual Myers-Briggs evaluations. Nugget of learning: Do the things that only you can do – delegate everything else.

Sunday, 5 Aug: ELs met with Dr. DeFault and discussed individual behavioral tendencies. Command Council Liaison Council briefed ELs. Nugget of learning: Don't restrict yourself with unnecessary rules.

Monday, 6 Aug: ELs met with Dr. DeFault and discussed the Hermann Brain Dominance Instrument. ELs met with SLs at National Awards Ceremony and Banquet. Nugget of learning: Accept feedback – it's how others perceive you.

Tuesday, 7 Aug: ELs met with SLs for presentations by LTG Flowers and other SLs. Topics included: Learning Culture/Organization, Civil Works Listening Sessions, Civil Works Perspective, Consideration of Others Training and Intern Program. Also heard presentation from Mike Grunwald of the Washington Post on his perspective of the Corps. Nugget of learning: Network with others to discuss good and bad lessons learned.

Wednesday, 8 Aug: ELs met with SLs in morning for GEN Keane's presentation on Transformation. ELs heard presentation from Jerry Leibes on CorpsPath. ELs worked on group project: Helping to Achieve the USACE Vision. EL/SL Team building dinner at Navy Pier. Nugget of learning: Keep a positive attitude.

Thursday, 9 Aug: ELs met with SLs in morning for Dr. Harback's presentation on leadership. ELs finished group project. Nugget of learning: Teamwork is great, but synergy within teamwork produces the best product.

Friday, 10 Aug: ELs made group project presentation to SLs which includes just "Do It" plans (A-list), list of things the SLs can do to empower the ELs (B-list), and commercials on the Vision Strategic Goals: People, Process & Communication. Closing presentations by BG Strock, BG Griffin and LTG Flowers. Conference adjourned.

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