

Trip Report for 2001 Emerging Leader Conference  
August 3 – 10, 2001 Chicago Illinois  
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I had the honor and privilege to attend this year's Emerging Leader Conference as a representative of Pacific Ocean Division.

My experience as an Emerging leader was a truly life altering experience. Not so much as what I have learned from painstaking testes Nap provided for us during the Emerging Leader conference, but from what I have observed from the Senior Leaders in action. The most mesmerizing things I experienced as the Emerging Leader was being allowed to interrelate with the Senior Leaders during the Conference as a contributing team member.

During the eight days of Emerging Leader Conference, I have learned what "One Corps Serving the Army and the Nation", really means. I have a clear understanding of Chief's strategic vision and how I can assist the Chief in creating the learning culture he talked about. I have also learned my responsibility/role as alumni to the Emerging Leader program and how I can be an integral part of getting the word out to the Corps family.

The Emerging Leader Conference started on 3 August 01, with team building exercise and introduction of team members. The next three days, the Emerging Leaders went through several different personality tests with Dr.DuFault. The tests helped Emerging Leaders to understand various behaviors, which will help us to become better leaders/managers/co-workers/parents or just better person.

The LTG Flowers started the Senior leader Conference with a presentation of "The Road Ahead", where he shared with us where the Corps is heading and his vision on how Corps is going to get there. It was nice to hear Chief talk about focus on people, environment, and creating a learning culture. I believe the actual briefing slides are posted on Corps of Engineers Headquarters Web site. The most interesting event for this day was the invited guest speaker, Michael Grunwald from Washington Post. Mr. Grunwald discussed how he came about writing the story and what events lead to this story. He discussed what he felt was wrong about Corps of Engineers and how it can be corrected in the future. He also discussed the rational behind his articles. I guess important lesson I learned from Mr. Grunwald's speech was that Corps of Engineers should maintain an open door policy and embrace outside critics.

The conference continued for next several days with various distinguished speakers. Some of the memorable presentation was from Mr. Dominic Izzo, Principal Deputy ASA (CW), and GEN Keane, Vice Chief of staff, Army. The GEN Keane's presentation of future battle field was interesting, especially section where he discussed how Army is transforming to lighter, more mobile unit, relying on modern technology like satellite system for future battle field. Mr. Izzo's speech in history of Corps of Engineers and how American people appreciate the work of Corps around various States and world was very positive and uplifting.

The last several days of the conference were dedicated to Emerging Leaders preparing the "Just Do It", list and list for Senior Leaders from Emerging Leaders. The Emerging Leaders also prepared commercials, which highlighted the People, Process, and Communication from the Strategic Vision Statement.

The Conference ended with LTG Flowers presentation on what he will do for Corps of Engineers and what he expects us to do as part of the team. LTG Flowers expects everyone to spread the message we have gained from this conference. Some of the things LTG Flowers mentioned:

- a) Continue to interface with work force
- b) Work relationships with Congress
- c) Lead the PMBP
- d) Have fun

In conclusion, I believe the Emerging Leader Program is an excellent program and it provides broad understanding of what Corps of Engineers do. It also provides many different windows of learning for people who want to learn and grow. Personally, I will work to achieve myself as an investment not an expense as stated in Dr. Herb Harback's presentation.

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Emerging Leader, Class of 2001