

**MEMORANDUM FOR THE RECORD**

SUBJECT: Trip Report, Emerging Leaders Conference (ELC)/Senior Leaders Conference (SLC), Wyndam Ambassador West Hotel, Chicago, IL, 3-10 August 2001

1. The following is my trip report and lessons learned from the Emerging Leaders Conference (ELC) and Senior Leaders Conference (SLC) that I attended in Chicago, IL, 3-10 AUG 2001.
2. I was honored to have been selected as one of the three EL's to represent POD at this year's conference, selected "at-large" from a national pool of candidates. The conference's theme this year was "Achieving the Vision." The first 4 days consisted of the ELC workshop. During the subsequent 4 days, the ELC was integrated into the SLC, allowing us to then interact with the Corps' senior leaders in attendance. Over the course of these 8 days, I gained considerable insight into my own leadership strengths and weaknesses, as well as being provided considerable feedback which will no doubt enable me, with practice, to develop and further refine my leadership potential. It was an extraordinary and motivating experience which allowed me to learn more about not only myself, but our organization, our senior leaders, and our vision of the future.
3. **ELC:** 36 EL's, competitively selected from the various Division's Emerging Leaders, attended the 4-day leadership workshop capably presented by Dr. Nap C. DuFault. The ELC work centered around the results of numerous psychological and personality tests administered to the EL's, including the Herrmann Brain Dominance Indicator, the Fundamental Interpersonal Relations Orientation-Behavior (FIRO-B), PF16, and Myers-Briggs. The interpretation of the collective results allowed me to critically assess how I think, interact with, and tend to lead others. Other information regarding leadership styles, corporate relations and situational leadership were also very helpful. As a result of our class project, each EL produced his/her personal "Just Do It" plan, constituting a commitment by the respective EL to accomplish one specific action that will help achieve the "Vision," along with a date that the action will be accomplished. My "Just Do It" plan is to further the regionalization initiative within the Pacific Ocean Division by evaluating each of my projects to determine whether specific tasks would be better performed by specialized personnel available in another District within POD than by currently assigned personnel here in JED, thereby ensuring that the customer receives the very best product that the USACE can deliver. All 36 plans were then presented to the SL's. In addition, the EL's also provided the SL's with a lengthy list of suggested actions that the EL's felt were needed in order for the organization as a whole to effectively accomplish the Vision.
4. **SLC:** Senior Leaders from across the Corps and the Army attended the SLC, including General Keane (Vice Chief of Staff, Army), Mr. Dominic Izzo (Acting ASA, Civil Works), LTG Flowers, and numerous HQ staff. Those SL's attending from POD were BG Ronald Johnson, Tom Ushijima, and Frank Oliva. During the SLC, there were a number of great presentations, followed by thoughtful discussions addressing various ways we can achieve our Vision. There were also several very productive workshops directed at our strategic goals of People, Process, and Communication. A few of the main points that I captured were:
  - We will adopt a learning organization culture. Share our lessons learned. Each SL was to prepare a 1-page trip report and share them with all other SL's and their respective staffs;
  - Campaign Plans for Achieving the Vision will be updated by November 2001, and should have no more than 6 to 12 major initiatives;
  - The PMBP will be fully implemented by Oct 2002;
  - Mr. Izzo (ASACW) indicated he is a "constructive environmentalist" and a friend of the Corps. He wants to "fund work more efficiently, and then do the priority work first";
  - In response to recent criticisms in the press, we must better tell our story to the press by being open and honest, engaging our critics, engaging our stakeholders as early in the process as possible, and never miss an opportunity to tell the Corps' story;
  - At every level, we must accept the challenge: "If not me, then who... If not now, then when";
  - "Level 5 Leadership" skills should be read and internalized. (Hardcopy of the article is available upon request); and
  - We are to "Just Do It."

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Ecologist