

## MEMORANDUM FOR THE RECORD

SUBJECT: Trip Report, Emerging Leaders/Senior Leaders Conference, Chicago Illinois, 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), I attended in Chicago, Ill. 3-10 AUG 01. I was honored to have been one of the three EL's selected to represent SWD at this years conference. The conference's theme this year was "Achieving the Vision". The first four days consisted of the ELC workshop. During the subsequent four days the ELC was integrated into the SLC allowing us to interact with the senior leaders. Throughout these eight days I gained an insight to my leadership strengths and weaknesses as well as to information which will enable me to develop and refine my leadership skills. It was an extraordinary and inspirational experience which allowed me to learn more about myself, our organization, our leaders, and our vision.

2. **ELC:** 36 EL's, selected throughout the Corps, attended the four day leadership workshop presented by Dr. Nap C. DuFault. The ELC work included numerous psychological and personality tests including the Herrmann Brain Dominance Indicator, the Fundamental Interpersonal Relations Orientation-Behavior (FIRO-B), and the Myers-Briggs tests. These helped me assess how I think, interact and lead others. Other information regarding leadership styles, corporate relations and situational leadership were very helpful. As a result of our class project each EL produced one "just Do it" plan. Each "just Do It" plan, is a commitment by each EL that outlines one thing that EL is going to do to help achieve the "Vision" and by when. All 36 plans were presented to the SL's along with a list of suggestions of things we needed from the SL's to accomplish our plans.

3. **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 HQ staff. Those attending from SWD were BG Melcher, Bill Dawson, Ed Shuford, Ron Timmermans, and Mark Valentine. During the SLC there were many great presentations and discussions addressing ways to achieve our Vision. There were productive workshops concerning our strategic goals of people, process, and communication. Some of the main points that I took note of are summarized below:

- We will adopt a learning organization culture. Share lessons learned. SL's will do one page trip reports and share them with all other SL's (EL's will adopt this).
- Campaign Plans for Achieving the Vision are to be updated by November 2001 and should have no more than 6 to 12 major initiatives.
- PMBP will be implemented by Oct 2002. The Corps will adopt a corporate business style and there will be rewards for those that do. The PMP on this will be published by the end of Sep 2001.
- Mr. Izzo (ASACW) says 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".
- We need to tell our story better to the press, be open and honest, engage our critics, engage stakeholders as early in the process as possible and never miss an opportunity to tell the Corps story.
- At every level, accept this challenge: If not me, then who... If not now, then when...
- Situational Leadership isn't different strokes for different folks, its different strokes for the same folks
- "*Level 5 Leadership*" skills should be read and internalized. (Hardcopy available upon request).
- "just DO IT"

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