

## TRIP REPORT

**Name:** Sheila Winston-Vincuilla, New England District (Emerging Leader)

**Type of Trip:** Emerging Leaders Conference/Senior Leaders Conference

**Conference Theme:** Achieving the Vision

**Dates:** August 3 – 10, 2001

**Location:** Chicago, IL

### MY NUGGETS OF LEARNING FROM ELC:

- \*Expanded and refined leadership skills
- \*Team Building and Team Dynamics
- \*Don't limit myself with rules that don't exist
- \*Insure all my training and learning becomes an investment not an expense to organization = make changes to self
- \*Don't major in minors
- \*Always assume positive intent
- \*Situational Leadership is different strokes for same folks; not different strokes for different folks
- \*Keep your boss' boss of your boss' back
- \*Get the shouldas, woodas and oughtas out of my vocabulary
- \*Strength of a Leader = ability to communicate and inspire people
- \*Believe in myself and stay motivated
- \*Think out of the box, then I can be creative
- \*Seek feedback from others in organization for ways that you can improve
- \*Components of Success: 60% Self Concept/Attitude + 30% Initiative + 10% Basic Skills
- \*Take the message I learned this week and spread it all around the New England District

### MY NUGGETS OF LEARNING FROM SLC:

- \*Strong emphasis on Learning Organization & Building a Culture of Excellence
- \*If we create a working environment that has a learning culture & is empowered; then we create innovative effectiveness
- \*We need to create a positive workplace environment and a culture of caring because people are our most valuable resource
- \*Workforce morale is General Flowers #1 Priority
- \*Maintain core competencies and set standards for others
- \*Strive to improve productivity with a finite amount of money
- \*Partnership with stakeholders
- \*Whoa! = Army energetic response (means anything but NO)
- \*Army is all about teamwork, it is our track and trade
- \*Understand who you are and how you arrived there
- \*Take risk
- \*Engage our critics
- \*Build consensus of those around you (i.e. Board of Directors, Stakeholders, etc...)
- \*CorpsPath = Create a common culture; help us interact within USACE and with customers
- \*We all need to tell the Corps "Good News Stories" more frequently
- \*Leaders can communicate learning culture best by modeling behavior. Walk the Walk.
- \*Become a Level 5 Leader (extreme humility and strong professional will)
- \*As Level 5 Leader remember to look in the mirror to apportion blame and look out the window to credit success
- \*We have the power to transform the Corps
- \*Share Lessons Learned

