



# East Gate Edition

U.S. Army Corps  
of Engineers  
Far East District

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**Harry Kim: A Leader dedicated 50  
years of his life serving the nation**

Story begins on Page 6

# Inside East Gate Edition



- 05  
Celebrating Women's Month
- 06  
Harry Kim: A leader dedicated 50 years of his life serving the nation
- 08  
Ministry of National Defense Exchange Training builds bridges between ROK and US Forces Korea
- 10  
FED Engineers show Seoul American High School students engineering as a future career
- 12  
USACE Leadership Development Program Level2 Training
- 14  
FED Commander receives Korean name
- 16  
Camp Carroll Maintenance Facility dedicated to Pfc. Brown
- 18  
Engineers can do everything together



U.S. Army Corps  
of Engineers  
Far East District

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## On the cover



Harry Kim, Chief of the Far East District Contracting Division receives the 50-year Service Award from Lt. Gen. Joseph F. Fil, Jr. the Chief of Staff, U.S. Forces Korea and Commander, 8th Army, June 12. (Photo by Joe Campbell)

# From the Commander



Col. Clarence D. Turner

It is time once again to gear up for our summer safety campaign as the monsoon season begins. Of all the things we do in peacetime, nothing is more important than safety. We need to re-focus on risk management both on and off duty. And this was reminded during this year's Safety Day. In order to preserve the health and welfare of our employees and contractors, we must ensure a safe work place by staying up to date on our safety program and policies, and taking care to always maintain situational awareness of our surroundings.

Recently, the Far East District celebrated its 51st Anniversary. This year students from Hyoje Elementary School located nearby the market gate visited us as part of U.S. Force Korea Good Neighbor Program. FED will continue the good relationship with Hyoje Elementary School and work on more exchange programs.

The Far East District had an opportunity to participate the Job Fair hosted by Army Community Service in Yongsan. It was a huge success and a great opportunity to highlight what the district does and what kind of people we need. I want all of you to focus on getting the right people on our bus and in the right seat. I want to thank all of you for your tremendous support.

The Far East district had the tremendous opportunity to host a visit for Lt. Gen. Joseph F. Fil, Jr. the Chief of staff, USFK and commander, 8th Army; this was his first visit to FED as the Chief of Staff. We were able to brief him on our mission and capabilities to include many of our numerous projects all across the peninsula to include our mission at U.S. Army Garrison Humphreys. The visit was an excellent opportunity to showcase the district and provide our senior leaders with a clearer understanding of the FED's mission.

In closing, I want to remind all of you of our deployed employees. Ten of our team members are currently deployed to Afghanistan and Iraq. We want to continue to pray for their safety. I want to thank them for their service and also want to thank the dedicated people picking up the duties of the deployed teammates. We are continually having success with people volunteering to support efforts in Global War on Terrorism at great sacrifice.

Thank you for all you do in the district each day.

“Quality Counts!”

## Safety – Always in Season

By Terri Helus

U.S. Army Combat Readiness/Safety Center

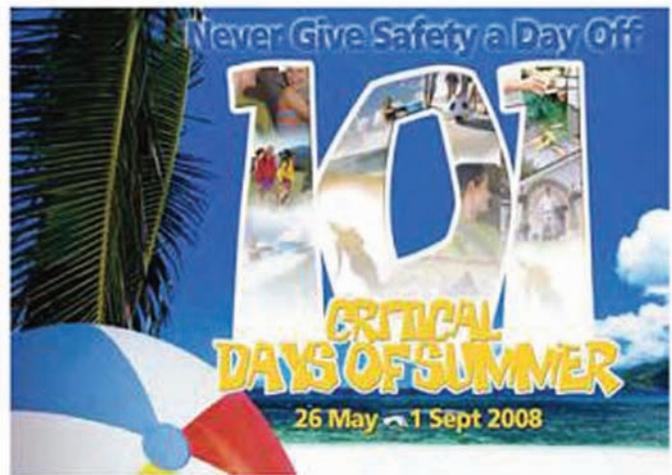
FORT RUCKER, Ala. (May 21, 2008) – The Army reinforces its commitment to “Never Give Safety a Day Off” with the launch of the 101 Critical Days of Summer safety campaign. This safety campaign emphasizes prevention and vigilance during the summer season—a time when Soldiers, their Families and Army Civilians are at greater risk.

The Army experiences an increase in accidental fatalities during the summer months. The majority of these accidents occur off-duty—most often during outdoor activities.

“Families have a key role to play in safety. We need to ensure Family members are educated, aware and fully involved in the risk management process,” said Army Chief of Staff,

General George W. Casey, Jr. “The 101 Critical Days of Summer safety campaign provides awareness of potential hazards, and empowers Soldiers, Families and Army Civilians with timely information to ensure everyone’s well-being during this especially high-risk season.”

To achieve this mission, the U.S. Army Combat Readiness/Safety Center will focus on a different aspect of summer safety each week, using news releases, posters and public service announcements to help educate and inform Soldiers, their Family members and Army Civilians. Additionally, USACRC has developed an “Off-duty Safety Awareness Presentation” to help identify potential off-duty summer hazards.



“The enemy ‘risk’ can be defeated, but it takes teamwork,” said USACRC Command Sergeant Major, Tod Glidewell. “That means Soldiers looking out for their battle buddies and Family members looking out for their Soldier, as well as each other. This summer, stay alert and aware of the hazards particular to this time of year.”

For more information on the 101 Critical Days of Summer safety campaign, visit <https://crc.army.mil>.



# Celebrating Women's Month

By Chon Son-chu, FED Geotechnical and Environmental Branch  
Translated by Kim Chong-yun, FED Public Affairs

I see a green sprout coming out of forsythias in my office. It heralds the coming spring. March is the month that spring starts and also the Women's Month which has been celebrated for years.. I would like to look back 6 years that I've been working with the Far East District.

I was grown up in a family without any sexual discrimination and since I majored in chemistry I spent more time among men than among women. I married an eldest son of a conservative family and had to go through many obstacles since I had become a mother of a child in the first semester of my doctor's course. That child is a college student now. I and my husband could see each other only for weekends and luckily we could get some financial support from parents and raised kids with help of nannies. Kids got sick sometimes and nannies were changed and both kids and I had a hard time until the kids went to school. But Korean school system demanded a lot from mothers, harsh to working mothers. Parents' gatherings were scheduled during working hours for the convenience of full-time housewives. As a working mother, I felt so small whenever I had to go to see my kids' teachers because I could not be actively involved in school activities and my kids were not easy students for teachers.

I got my doctor's degree after all these hardships. However, I went through many difficulties because I got the degree in Korea and I was a woman. To overcome these handicaps, I started post doctoral course. After spending three years in the States and two year in a Korean laboratory, I happened on a job in the Far East District. It was a little late start but I really appreciate everything. I see myself getting lazy sometimes and I think of the days I first started working.

Young teen girls nowadays are very brave and outspoken. I feel very proud of women working in various areas. However some of working mothers give up their jobs because



Chon Son-chu(far right), a Far East District chemist, shows Seoul American High School students a field screening method for contaminated soil during the Engineers Day held at the school library. (Photo by Kim Chong-yun)

of burden and conflict of baby-caring and housekeeping. It might be a little less harsh for the young generations than the old generations. However, as long as the burden of baby-caring and housekeeping is laid more on women working mothers will have to fight against themselves and make themselves strong. Women who have already found their own level at work need to develop themselves professionally and support fellow female co-workers. I would like to express my gratitude to my co-workers in the Geotechnical and Environmental Branch who help me to make my own voice as a woman and to have faith and enthusiasm in my job.

# Harry Kim: A leader who has dedicated 50 years of his life to the servicemen and women serving the nation here in Korea

By Kim Chong-yun  
FED, Public Affairs

**W**e talk about Army values and standards. Harry Kim is the living embodiment of those values as demonstrated by deeds. He is an individual who has embraced these values and set the standard throughout his 50 years of service.

Although safely in the United States far away from the Korean War, Harry Kim volunteered for the U.S. Army in 1952, the midpoint of the conflict, in an effort to join the fight and do what he could for his parents and close relatives in Korea. Although he tried to get to Korea, it didn't work out that way. The Army sent him to Kentucky where he served 24 months at the Armor School, Foreign Liaison Section, Ft. Knox, as an interpreter for visiting Republic of Korea Armor officers receiving training under the exchange military students program.

Following his Army service, Harry attended the University of Illinois at Urbana, Illinois, majoring Business

Administration. During his junior year, Harry returned to Korea to see his ailing father after almost ten years of absence. After his father's passing, Harry took a job at the Korea Procurement Agency, now known as USACCK, as a Special Assistant to the legal staff.

"I viewed the job as temporary employment. I took the job right after my marriage and never even dreamed that I would be in Federal service for a half-century," said Harry. He did not hesitate to say that it was his wife's constant care for his health and her daily prayers that kept him going this far.

During his 17 years of service at KPA, Harry served in many capacities. He began his career as an intern, advancing in responsibility as a journeyman level contract specialist, and then a contracting officer with an unlimited warrant responsible for all phases of contracting for services, supplies, construction and cost type contracts for the repair and



Harry Kim gives opening remarks at the prequalified contractors orientation. (Photo by Kim Chong-yun)



“I do not regret even one minute of my association with this great organization or what I have done but am proud to be a part of the great professionals that make up the Corps,”

Harry Kim, Chief of the FED Contracting Division

maintenance for U.S. Forces Korea.

During the Vietnam conflict, Harry was responsible for procuring all personal items such as camouflage uniforms and jungle shoes in support of Korean troops deployed in Vietnam. For his efforts of timely execution of contracts, Harry was commended by the various ROK and U.S. Government Agencies.

In 1989, Harry’s outstanding leadership qualities and character were again recognized when he was promoted and became the Chief of Contracting for the Far East District, U.S. Army Corps of Engineers.

Some people read about history, others live through it, and still others make it. Harry has not only witnessed the changes and improvements at FED, he has played an instrumental role in making FED a success. Harry Kim has truly earned a place on the rolls of FED’s greatest leaders.

“The greatest change I have seen is the switch to paperless contracting. In the beginning, all of our work was done with hard copies from the solicitation to award of contract. With the introduction of electronic equipment and computer systems, all contracting processes were streamlined and procurement actions could be executed expeditiously. All the voluminous hard copies of drawings and specs are squeezed into a single diskette,” said Harry.

Harry took the overall improvement of the acquisition workforce as another major change. “Contracting Division employees have never been better trained or qualified than they are right now. The current Acquisition Workforce here at FED is more technically competent and efficient than any of their predecessors. They are now properly viewed as respected professionals rather than just clerks.”

Since his arrival at FED, Harry served for more than nine District Commanders and has led his unique acquisition workforce team consisting of the U.S. and local Korean

National contract specialists.

“After working 50 years or so, I believe many of us would have slowed down quite a bit, but not Harry Kim,” said Mary Chong a procurement analyst at the Contracting Division. “He reminds me of this Korean advertisement that reminded people of how they were so eager and willing to please people, customers, and bosses when they first began working. His fine examples, dedication and loyalty, in meeting the customers’ needs are something that we all need to learn from.”

Year after year, his contracting team has successfully executed multi-million dollar programs for Military Design and Construction projects, Environmental Restoration Program including the recent award for the consortium for the Yongsan Relocation Program. No words can adequately capture the true value of Harry Kim to the Far East District and the people that have served with him. He is truly one of the great ones.

“On behalf of the U.S. government, I want to thank Harry Kim for his fifty years of commitment and dedicated service to our Nation,” said Col. Clarence “Dave” Turner, FED Commander.

Harry Kim’s interaction with Korean contractors, his knowledge of Korean laws, customs and economic conditions has contributed to the success of the district in accomplishing its mission.

“I do not regret even one minute of my association with this great organization or what I have done but am proud to be a part of the great professionals that make up the Corps. I am keenly aware that my time is drawing to a close and I will one day fade away as others take my place,” said Harry.

“When that day comes, I will look back on my time with FED with pride and contentment at a job well done.”

# Ministry of National Defense Exchange Training builds bridges between Republic of Korea and U.S. Forces Korea

By Kim Chong-yun  
FED Public Affairs

SEOUL — The U. S. Army Corps of Engineers Far East District hosted a Republic of Korea Ministry of National Defense Exchange Training course at the FED compound, February 11-29. This annual training program began in 1985 and has served to strengthen the enduring relationship between MND and FED engineers.

During this training a total of 11 students from various ROK military and government agencies spent three weeks learning about the District's organization, business procedures and processes. The training covered the District's project execution operations including planning, design, construction, environmental programs, contracting, safety and project management.

“This program has contributed greatly to partnering and strengthening of bi-lateral relations and improving quality, communications, and execution of the Host Nation funded construction programs,” said Samuel S. Yang, FED's program facilitator.

According to Yang, over 150 ROK military officers and civilian engineers from the different Service Components have graduated from this program since the program began in 1985 recognizing the need for understanding between the Far East District members and the ROK engineers.

“Today, this tradition carries on serving as a bridge between FED and MND,” said Yang. “This is truly a win-win program for both countries.”



Republic of Korean Ministry of National Defense trainees pose for a photograph after the graduation ceremony in front of the District Engineer Castle that commemorated FED's 50th anniversary in 2007. (Photo by Kim Chong-yun)

Starting from the orientation and overview conducted on the first day of the training, the instruction covered almost all aspects of FED business such as programs and project management, design reviews, environmental issues, quality assurance, construction services and safety. The attendees also visited the FED's Humphreys Area Office in Pyongtaek and learned the roles and responsibilities of the resident offices. They also toured various construction sites including Parcel 1, one of the three parcels of land that will be developed to accommodate the relocation of the majority of United States Forces Korea personnel serving on the peninsula.

"It was a very good chance to see the facilities under construction at Humphreys," said ROK Navy Lt. Cmdr. Lee Moo-choon. "It will be very helpful as we work the relocation program with the U.S. counterparts. Three weeks passed so fast. I really enjoyed this great chance to learn about FED."

"This training will greatly improve my job accomplishment when I work with my FED counterparts," said Park Jae-kwang, Civil Engineer, ROK Air Force. Park said he wants to recommend this training to his colleges saying the most important thing MND exchange training participants can take from this training is an understanding of the importance

of the alliance between FED and MND.

ROK Army Maj. Gen. Park Byung-hee, Chief Director of the Defense Installations Agency, MND also emphasized the importance of the ROK-US alliances in his remarks at the graduation ceremony.

"This program is positive proof of the strong alliance between the MND and FED," said Maj. Gen. Park. "I'd like to express my deep gratitude to FED for providing such a valuable opportunity to the MND officers and employees."

Maj. Gen. Park went to say that he hopes all the students graduating from this program apply the valuable knowledge learned during this exchange program when they get back to their work and also share the know-how with their co-workers.

"It is an honor to work together with our Korean allies to make us better at delivering quality facilities for both the ROK and the US Army," said Col. Clarence D. Turner, FED Commander in his remarks at the graduation ceremony.

"This is a great partnership that we share with FED and DIA and it's a partnership that I would like to continue to strengthen because this partnership makes both of our organizations better," said Turner.



Clockwise from top left:  
Republic of Korean Ministry of National Defense trainees learn about a water well drill rig during the exchange training program.

Republic of Korean Ministry of National Defense trainees get a first hand look at well maintenance activity adjacent to the Han River in Seoul performed by the Far East District Well Section team during the MND Exchange Training, Feb.11-29.

The Republic of Korean Ministry of National Defense Exchange trainees tour a barracks building under construction at U.S. Garrison Humphreys.  
(Photos by Kim Chong-yun)

# Far East District Engineers show Seoul American High School students engineering as a future career

By Kim Chong-yun  
FED Public Affairs

SEOUL— The Far East District of the U.S. Army Corps of Engineers, hosted the annual Engineers Day at Seoul American High School, Feb. 21. The District has put on this annual event every year since 1997, in conjunction with National Engineers Week.

During this all-day event FED engineers showcased a wide variety of engineering topics and gave students the opportunity to meet and talk with practicing engineers promoting pre-college interest in science and engineering as career options

“The purpose for having Engineers Day at Seoul American High School is to raise awareness of the contributions engineers make to our nation, as well as give some motivation to students who may be thinking about a career in math, engineering, and the sciences,” said Doug Bliss, Chief of FED Geotechnical and Environmental Engineering Branch, who has been coordinating the program since its first year.

FED engineers set up hi-tech displays and demonstrations showing students how exciting it will be to be an engineer.

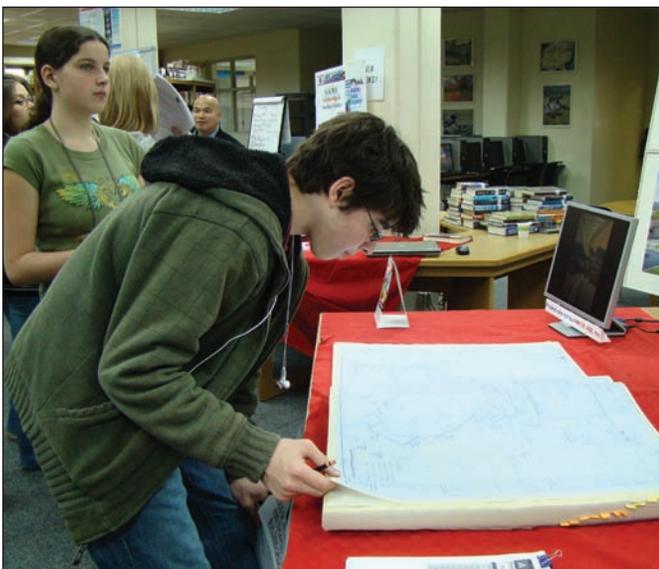
“I think this is a very good way to show kids or people what life is like to be an engineer or be a geologist and what they do. I think it is very good to come over here and show us.” said Christian Taliento, a SAHS freshman.

Taliento added he liked the geology booth which shows earthquakes and various rocks because he used to collect rocks. “I might go into military as an engineer in the future,” said Taliento.

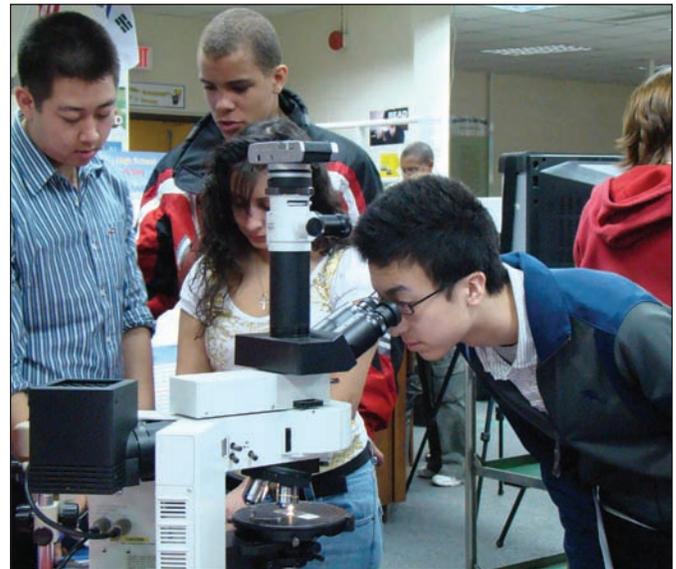
FED has been hosting this program to ensure a diverse and well-educated future engineering workforce by increasing understanding of and interest in engineering and technology careers among young students.

The exhibits were very topical demonstrations such as Geographic Information Systems, environmental site investigation, Global Positioning Satellite Technology, Computer-aided Design and Drafting, and the recovery efforts for the Philippines landslide in 2006.

Of special interest to many students was the future U. S. Garrison Humphreys’ simulation video. It was very well received as all the students seem to be aware of the imminent



Chris Brenci, a Seoul American High School sophomore looks at one of building designs during Engineers Day.



Seoul American High School students have a close look at the various pieces of equipment displayed at the asbestos table during Engineers Day.

“It’s really interesting. It helped me find where I’m supposed to get my scholarship for engineering and how I’m supposed to do what I want to do. It’s cool,”

Chris Brenci, a Seoul American High School sophomore

relocation of United States Forces Korea from Yongsan to Pyongtaek. They were able to get a glimpse of their future life in Korea and were excited to see such planning progress had been made for the relocation by the engineers.

The booth set up for the Society of American Military Engineers offered scholarship applications and an opportunity

for students to apply for a free engineering summer camp back in the states.

“It’s really interesting. It helped me find where I’m supposed to get my scholarship for engineering and how I’m supposed to do what I want to do. It’s cool,” said Chris Brenci, a SAHS sophomore.



Pak Song-hyon (right), a geologist with the Far East District explains about various rocks to Seoul American High School students during Engineers Day Feb. 21. (Photos by Kim Chong-yun)

# USACE Leadership Development Program Level 2 Training

By Kim Chong –yun  
FED Public Affairs

The Far East District's U.S. Army Corps of Engineers Leadership Development Program Level 2 participants recently attended the ULDP Leadership Training which was held in Big Island, Hawaii from January 14 to 18. This was the first time participants from the Pacific Ocean Division's all four districts: Alaska, Honolulu, Japan and Korea were combined at the same retreat.

The ULDP is a comprehensive leadership toolbox designed to support and to enhance Corps' efforts to develop employees of today's Corps into the leaders of tomorrow. Designed to ensure leadership development of individuals working at all levels of the Army Corps of Engineers, the POD Regional Leadership Development Program has been revised to align with the USACE Leadership Development

Program which is implemented in Fiscal Year 2008 across the Corps. The four different program levels: revised from the original six-tiered RLDP program, specifically address particular developmental needs appropriate for the various leadership roles. Levels 1 and 2 are administered with district oversight; Level 3 is administered with regional oversight; Level 4 is administered with Headquarters USACE oversight.

Last June, the Far East District opened the program announcement for the ULDP Level 2 and selected four participants: Chon Chong-ki, Workforce Management; Eugene Min, Construction; Kim Chong-yun, Public Affairs and Ku Pon-chun, Korea Relocation. All four members and the facilitator, Larry Drape, Executive Office attended this



U.S. Army Corps of Engineers Leadership Development Program Level 2 participants perform the final team activity during the training held January 14 to 18 in Kona, Hawaii. (Photo by Larry Drape)

leadership training.

During this five day training the participants from the Far East District had the opportunity to collaborate with the other Leadership participants from Alaska, Honolulu and Japan districts. In addition to getting to know our peers, the participants had a chance to have a better understanding of our individual strength as related to leadership concepts and learned how to develop and create an environment for organizational effectiveness by understanding stages of team development, team communication, situational leadership, and how to solve problems and make decisions in teams.

The highlight of the training was the analysis of the Myers-Briggs Type Indicator. Before departing to Hawaii, all the participants answered the online personality questionnaire designed to identify certain psychological differences and got the result from the instructors on the first day of the training.

The identification and description of the MBTI personality types that result from the interactions among the four two-sets of personality preferences: Extraversion or Introversion, Sensing or Intuition, Thinking or Feeling, Judgment or Perceiving. The different type preferences lead to different ways of living and working, taking in information and making decisions. They describe different and effective approaches to working, managing and leading styles as well as general communication, teamwork, and relationships. All 16 different types are considered valuable and normal, each with their own strengths and weaknesses and contributions to make to

society and the workplace. The key is not about which type is better as a leader than other types, but how we understand each other and communicate well each other and maximize each member's strengths as one team.

Different results of the MBTI for each participant showed that we are all different and everyone sees things different. It also showed the participants how to increase our self-awareness and personal leadership effectiveness. By learning these preferences, we learned how to develop our leadership skills so as to understand different point of views and communicate more effectively and powerfully. We learned that real power and energy of teams are generated through respect, good communication and relationships.

After we understood how each individual is different and unique, we learned how to work more effectively as a team consisting of different members of different personality. We learned the roles and responsibilities of group dynamics and how to facilitate team changes to successfully accomplish a task. By doing various activities designed to enhance a group dynamics, participants experienced different roles of team members: an employee, a first-line supervisor and a team leader.

This leadership training showed the ways to be a "great" leader. Leaders learn from mistakes as well as successes. Leaders encourage sharing and take responsibility. They also know how to apply different leadership styles to different situations in ways that increase team and organizational competence.



U.S. Army Corps of Engineers Leadership Development Program Level 2 participants pose for a group picture during the training held January 14 to 18 in Kona, Hawaii. (File photo)



U.S. Army Corps of Engineers Leadership Development Program Level 2 participants from the Far East District pose for a group picture during graduation ceremony, Jan. 18 in Kona, Hawaii. (File photo)



TURNER

韓美同盟親善會長 於金慶仁 送予言者



## Far East District Commander receives Korean name

By Kim Chong-yun  
FED, Public Affairs

SEOUL—Colonel Clarence “Dave” Turner, Commander, US Army Corps of Engineers, Far East District was bestowed a Korean name on the Mezzanine at the Dragon Hill Lodge on Yongsan South Post, 22 May.

Turner was presented with a scroll denoting his Korean name by Chairman Suh, Jinsup of the ROK-US Alliance Friendship Society (RUAFS).

Suh said his organization picked the name “The Geonho” for Turner. Suh also chose “Eulji” as the origin of Turner’s last name because the USACE FED is located in “Euljiro.”

“It is very significant to know that COL Turner, now shares the same family name of the great General Eul-gi-mun-deok, a Korean military leader from ancient times who continues to inspire us today,” said Suh.

The first name “Geonho” is loosely translated to mean “construct and protect”, which was selected by RUAFS in consideration of Turner’s profession and responsibility as an overseer of construction projects across the Korean peninsula and the large-scale relocation project at U.S. Army Garrison Humphreys.

Turner, humbled by the honor, spoke of his deep appreciation for the Korean people and its culture.

“Korea is a country I have fallen in love with,” said Turner. “The culture is rich and the people are kind and generous. Nowhere can this kindness and generosity; be shown more than by conferring me with a Korean name. I will forever cherish my Korean name.”

美工兵團 極東司令官  
建護

# Camp Carroll Maintenance Facility dedicated to an Engineer Korean War Medal of Honor Recipient

By Kim Chong-yun  
FED Public Affairs

DAEGU—The U. S. Army dedicated the newly built maintenance facility to a Korean War Medal of Honor recipient Feb. 26. The \$15 million two-story vehicle maintenance facility at Camp Carroll is named for Pfc. Melvin L. Brown who received the Medal of Honor posthumously for his actions in September 1950 against North Korean troops north of Daegu.

The U.S. Army Field Support Battalion– North East Asia conducted a dedication and ribbon cutting ceremony with Brown’s sister, Sylvia Rich of Moline, Ill. attending as one of guest speakers.

“Who would imagine such a beautiful maintenance facility being named after my brother,” said Rich. “It is fitting

though, if you think about it because he really was quite the mechanic. If he had a place like this to tinker as a boy, I’ll bet he never would have come back out!”

Rich said she visited the battle site where Brown was killed. The area is now a park. “Over the years I have often thought about the sacrifice that so many young Soldiers like my brother made in the name of freedom. It is still painful to think about it after all of these years, but it helps to know that what they did helped lead to such a prosperous nation and freedom for millions of Koreans.”

Pfc. Melvin L. Brown was 19 when he was killed in action against enemy forces near Ka-san, just north of Daegu, Sept. 4, 1950. Brown was a Browning automatic rifleman



Sylvia Rich (Second from left), Pfc. Melvin L. Brown’s sister and other military and civilian dignitaries partake in the ribbon cutting for the Pfc. Melvin L. Brown Maintenance Facility on Camp Carroll, Feb. 26. (Photo by Kim Chong-yun)

with 8th Engineer Combat Battalion. He was awarded the Medal of Honor for extraordinary heroism and gallantry on Feb. 16, 1951.

“Naming a new maintenance facility for Brown at Camp Carroll in Waegwan is especially fitting in part because Brown fought and died in the Daegu-Waegwan region,” said Lt. Col. Karl Bopp, Commander of the U.S. Army Field Support Battalion– North East Asia, the battalion which will operate the new facility. “He made the ultimate sacrifice for his friends and fellow Soldiers, for his country, for the Republic of Korea and for freedom.”

The 52,000-square-foot new facility boasts 16 maintenance bays, four 30-ton overhead cranes, eight 50-ton floor lifts, and centralized lubrication and compressed air. Each

bay can also fit two medium trucks or up to four Humvees. In addition, the facility boasts a state-of-the-art communications system. Previously, mechanics had only six undersized bays with limited equipment in which to work.

The facility was built by Namwha Construction Co., LTD, under the guidance of the Far East District, U.S. Army Corps of Engineers.

“This state-of-the-art facility provides capabilities that are commensurate with our world-class workforce,” said Bopp.

“I think it’s just inspirational to the work force and anybody involved in the maintenance operation to name it after Melvin Brown.”



Lt. Col. Karl Bopp, Commander of the U.S. Army Field Support Battalion–North East Asia and Sylvia Rich (right), Pfc. Melvin L. Brown’s sister open a plaque for Pfc. Brown at the dedication and opening ceremony for the Pfc. Melvin L. Brown Maintenance Facility on Camp Carroll, Feb. 26. (Photo by Kim Chong–yun)



The picture shows the inside the newly built Pfc. Melvin L. Brown Maintenance Facility on Camp Carroll. The facility features 16 maintenance bays of each can fit two medium trucks or up to four Humvees. (Photo by Kim Chong–yun)



## FED receives 2007 Combined Federal Campaign-Overseas Gold Award

In the picture the Far East District Combined Federal Campaign Overseas coordinator, Cho Chong-chu, Resource Management receives Gold Award from Col. Clarence D. Turner during the March Birthday and Recognition Party. (Photo by O Sang-sung)

# Engineers can do everything together

By Lt. Col. Kang Han-seung, MND Construction Technology Team  
Translated by Kim Chong-yun, FED Public Affairs

**F**irst of all, I would like to express my deep appreciation to everyone of the Far East District who has welcomed Republic of Korea Ministry of National Defense trainees.

Three weeks were too short to understand everything of FED but long enough to think about a lot of things. It was very precious time to think about what I have never known before.

To my eyes, FED has very professional employees who have their authority as a person who has been doing the work for decades. And even the new members of FED look to try to tread in their seniors' steps. All the works were done based on the regulations which are updated regularly. This means FED reflects what is learned from experiences into everyday's works and uses it as a chance to grow up. The experiences are exchanged with each other and systematized. The organization develops continuously. These are all I hope to learn from FED if more time permits.

Furthermore, I envy FED employees' pride in their job and affection to the organization. All the members of FED work hard and love their jobs and are doing their best in their position. Through FED employees I learned the power of pride is much stronger than that of control.

The philosophy of reasonably pursuing profit not damaging contractors and the culture putting always safety first made me understand why the United States is one of the world's leading countries.

Here is one of the interesting comments made during the training. An analysis shows that the goals that a contractor pursues and the government pursues are the same. Therefore, the



Republic of Korean Ministry of National Defense trainees and dignities watch the slideshow during the graduation ceremony, Feb. 29. (Photo by Yo Kyong-il)

contractors and the government are not the ones fighting each other but cooperating each other for the profit.

I think this can be applied to ROK-US relationship and engineers can do very well. Basically, it is because engineers can do a lot of things for a lot of people in any countries. Just like the engineers put safety first, during the war engineers have to do a lot of things putting the safety and welfare of the people first.

The ROK and US government have been pursuing the same goal as a blood-alliance over 50 years. I believe engineers of both countries can come up with many good ideas seeking the profits of each other and also building understanding and trust of each other.

Through the US Army Corps of Engineers and especially FED, I promised myself. "Someday I will build up

the professional system in ROK Army just like FED. It will be fair and rational so that people can make good decisions in any cases, develop and feel pride of the organization that they are working for. I will make a working environment that people pursue and share the actual profits."

I deeply appreciate the enthusiasm that the trainers showed us. It was very impressive that every trainer prepared the course very thoroughly and taught very earnestly. Special thanks go to Sam Yang. He was always kind and enthusiastic in this training and gave the trainees good impression on FED.

I wish every one of FED family love his/her works, love co-workers and the organization, share each other and stay healthy and happy.

God bless FED!

# The Far East District celebrates its 51st Organization Day

The U.S. Army Corps of Engineers Far East District held its 51st Organization Day picnic at the command's headquarters, June 13. The day was filled with various games, eating contests, fun events and a Taekwondo demonstration. This year kids from Hyoje Elementary School visited the compound as part of our Good Neighbor Program. (FED File Photos)



# Good Neighbor Scouting



Far East District Deputy Commander, Lt. Col. Michael Neaverth, an Assistant Scoutmaster in Boy Scout Troop 88, along with other leaders in Troop 88 and Troop 80, supervised American Boy Scouts in during a friendship Campout with their counterpart Korea Scouts from the Baekho (White Tiger) Scout Group. The scouts from both nations visited the Gyeonggi English Village near Paju City Korea in April 2008. Engagements like this are vital to both countries and help promote strong international relations beginning at an early age. The scouts set up to camp overnight, participated in campfire activities, performed skits together, ate meals together and exchanged gifts and addresses. Everyone enjoyed the outing and all had a great time. Both American and Korean Scouts are eager to engage in similar activities in the future, which will surely strengthen the Republic of Korea-United States Alliance. (Photo provided by Lt. Col. Michael Neaverth)

## POD Command Assistance Visit



The Pacific Ocean Division Command Assistance Visit Team visited the Far East District during the period of Feb. 18 ~ 23. Col. Lawrence Sansone and his team members focused on the Korea Relocation Program and recruitment issues during the visit. (FED File Photos)



# Hello from Afghanistan



The Far East District employees deployed to Afghanistan pose for a group picture. (From left) Tony Oby, Norman Boeman, Chris Kim, Potong Bhramayana, Sanghun Kim, Kerwin Donato. (File Photo)

## Far East District and Korean Defense Installation Agency hike Chong-gae Mountain



# AROUND THE DISTRICT

## Far East District celebrates ethnic heritage observance



U. S. Army Corps of Engineers Far East District celebrated African-American History Month highlighting the “Origins of Multiculturalism” at the FED VTC room, Feb. 21. Col. Clarence D. Turner, FED Commander attended the event as a guest speaker and reflected on many heroes who created the heritage of African-Americans. There was a singing, a reading, reflections on Black History and samplings of Soul Food. This year’s program was dedicated to the legacy of Dr. Carter G. Woodson, founder of Negro History Week, which would later become Black History Month. (Photos by Kim Chong-yun)



U. S. Army Corps of Engineers Far East District celebrated Asian-Pacific American Heritage Month, May 9. Jon Iwata, Deputy District Engineer reflected on contributions of Asian-Pacific American as a guest speaker. Following beautiful performance by FED Quartet, employees dressed with Asian-Pacific ethnic costumes walked runway. (File Photos)

# Welcome to FED: New Members



Cho, David  
Engineering Division



Cutts, Keysha  
Korea Relocation



Heckelman, Curtis  
Korea Relocation



Kim, David  
Logistics Management



Jyo, Ray  
Engineering Division



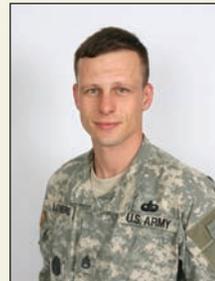
Ozoa, Steve  
Southern Resident Office



Pang, Ronald  
Engineering Division



Col. Duncan, Jerry  
Korea Relocation



Staff Sgt. Lowers II, Robert  
Southern Resident Office



Staff Sgt. Torres, Anthony  
Central Resident Office

# Farewell: See you again...



Apley, Kent  
Central Resident Office



Bargar, Woody  
Hospital Resident Office



Bell, Melvin K.  
Engineering Division



Cain, Mark  
Korea Relocation



Crisfield, William  
Internal Review



Henry, Ralph  
Southern Resident Office



Hirano, Ronald  
Programs&Project Mngmt



Oh, Marker  
Information Management



Song, Samuel  
Engineering Division



Vogan, Larry  
Office of Counsel

# 사령관 메시지



Col. Clarence D. Turner

장마철이 다가오면서 여름철 안전에 만전을 기해야 할 때가 다시 찾아왔습니다. 평시에는 다른 무엇보다도 안전이 최우선되어야 합니다. 일을 할 때나 하지 않는 그 외의 시간에도 항상 위험 관리에 신경을 쓰시기 바랍니다. 이런 내용들은 얼마전 있었던 안전 교육의 날에 모두 다루어졌던 것들입니다. 우리 직원들이나 계약업자들의 건강과 복리를 위해서 항상 안전 프로그램과 안전 수칙들을 게시해두고 주변을 잘 살펴 안전한 직장을 만들어 나가야겠습니다.

얼마전 FED는 신 한번째 생일을 맞이했습니다. 올해는 부대 가까이 위치해있는 효제 초등학교의 학생들이 좋은 이웃 프로그램의 일환으로 우리 FED를 방문했습니다. 앞으로도 FED는 효제 초등학교와 더 많은 교환 프로그램을 만들어갈 예정입니다.

FED는 얼마전 용산의 Army Community Service에서 주최한 취업 박람회에 참여했습니다. 매우 성공적인 행사였고 많은 사람들에게 우리FED가 하는 일과 우리가 필요로 하는 사람들을 알릴 수 있는 좋은 기회였습니다. 여러분 모두가 적합한 자리에 적합한 사람을 앉힐 수 있도록 노력해 주셨으면 합니다. 이번 박람회를 지원해 주신 많은 분들께 감사를 드립니다.

주한미군 참모총장이자 미8군 사령관인 조셉 필 중장께서 주한미군 참모총장으로서는 처음으로 우리FED를 방문하셨습니다. 험프리즈의 재배치 사업을 비롯한 한반도 전역에 걸친 우리FED의 사업과 임무, 업무 능력 등을 설명드릴 수 있었습니다. 이번 방문은 주한미군 고위 지휘관에게 우리FED의 임무를 이해시킬 수 있는 좋은 기회였습니다.

마지막으로 여러분께 파병된 우리 직원들을 상기시켜 드리고 싶습니다. 총 열 명의 직원들이 이라크와 아프가니스탄에 파병되어 있습니다. 이들의 안전을 위해 기도해 주시기 바랍니다. 그들의 복무에 감사드리고 그들의 빈자리에서 열심히 일해 주고 계신 여러분께도 감사를 드립니다. 우리는 테러와의 전쟁 지원에 있어서 큰 성공을 거두고 있습니다.

하루하루 늘 열심히 일하고 계신 여러분께 감사드립니다.

“품질 중시!”

# 국방부 교환 교육을 마치고

글쓴이: 국방시설본부 건설기술팀 강한승 중령

FED! 안녕하십니까?

저는 얼마 전 국방부교환교육을 받은 국방시설본부 건설기술팀 강한승 중령입니다 우선 먼저 교육기간내 항상 친절하고 반갑게 해주신 FED의 모든 분들께 감사드립니다. 3주간의 교육기간은 FED를 이해하기에는 너무 짧은 시간이었지만 정말 많은 것을 생각하게 해준 시간이었습니다. 이전에는 잘 모르고 살았던 것들이나, 전혀 생각도 해 보지 못했던 것들까지도 생각해 볼 수 있는 귀중한 시간이었습니다.

제가 본FED에 있는 모든 분들은 전문성을 갖추고 있었으며, 이는 수십 년간 그 일을 해온 사람에게서 느껴지는 권위였습니다. 그리고 또 새롭게 FED일원이 된 사람들은 그들도 그렇게 되기 위해 노력하고 있었습니다. 또한 수행하는 모든 업무들은 규정을 근거로 하고 있었으며, 이 규정은 지속적으로 최신화되어 현실성이 있었습니다. 이는 수행했던 임무 속에 경험을 귀중히 여겨 그 속에서 수많은 교훈을 얻어내고 발전의 기회로 삼고 있어 가능한 것이었습니다. 그리고 이 경험들은 네트워크를 통해 교류되고 있었으며, 프로그램을 통해 단순하고 분명할 수 있도록 체계화되고 있었습니다. 이렇듯 조직은 조금씩 지속적으로 진화하고 있었습니다. 이 모든 부분들은 더 많은 시간을 갖고 함께 생활하며 배우고 싶은 부분이었습니다.

또한 직업에 대한 긍지나 소속된 조직에 대한 애정은 똑같이 조직 속에서 생활하는 제겐 너무나 부럽게 느껴졌던 부분이었습니다. FED에서 일하는 모든 분들은 모두가 정말 자신의 일을 사랑하고 있었으며, 각자의 위치에서 스스로 FED를 위해 노력하고 있었습니다. 이런 여러분을 보면서 긍지가 갖는 힘은 그 어떤 통계보다도 더 큰 힘을 발휘할 수 있다는 생각도 했습니다. 또한 항상 공정하고 합리적으로 계약자에게 손해를 주지 않으면서 정부의 이익을 추구한다는 철학과 어떤 경우에도 안전을 최우선으로 한다는 신념이 조직과 제도와 문화 속에 근본이 되고 있다는 생각에서 왜 미국이 선진국인가를 다시 한번 생각하게 해 주었습니다.

그리고 교육 중에 인상적인 강의를 듣고 장차 엔지니어의 역할에 대해 생각해 본 것이 있었습니다. 그 얘기는 공사를 하는 계약자가 추구하는 목표와 공사를 시키는 정부가 추구하는 목표를 분석한 결과 결국 같다는 것이었습니다. 때문에 계약자와 정부는 이익을 위해 싸우는 관계가 아닌 이익을 위해 협조하는 관계이어야 한다는 것이었습니다. 저는 이 지혜를 한미 관계에도 적용시킬 수 있으며 엔지니어가 잘 할 수 있을 것이라 생각했습니다. 기본적으로 엔지니어는 어느 나라든, 어느 곳에 있든 남을 위해 많은 일을 할 수 있고, 해야 하는 같은 일을 하는 사람들이기 때문이며, 평소 공사를 할 때 안전을 최우선으로 생각해야 하는 것처럼, 전쟁 때에는 군이 존재하는 목적대로 모든 사람들의 안녕과 평안을 위해 실질적인 일을 해야 하는 사람들이 엔지니어이기 때문입니다. 한미 관계도 50년이 넘는 혈맹으로 결국 같은 목표를 추구하고 있었다는 생각을 새삼스럽게 해 보면서 실질적인 이익을 위해 공사와 계약자가 서로 지혜를 모으는 것처럼 서로 “Win Win” 할 수 있는 지혜를 찾아 서로의 이익을 도모하고, 더 나아가 전 세계에 유례를 찾아볼 수 없을 정도로 깊은 이해와 신뢰 가운데 함께 할 수 있는 수 많은 일들을 우리 엔지니어가 시작할 수 있을 것이라 생각해 보았습니다.

그리고 이런 여러분과 여러분의 조직, USACE와 FED를 보면서 다짐을 했습니다. “언젠가는 내가 사랑하는 대한민국과 육군, 공병도FED처럼 전문화되고 체계화된 시스템을 갖추도록 만들어야 하겠다. 항상 공정하고 합리적이어서 어떤 경우에도 올바른 선택을 할 수 있도록 발전해서 그 속에서 일하는 사람들이 긍지를 느끼고 일할 수 있어야 하겠다. 이를 통해 어떤 명분을 넘어 모든 사람들의 실질적인 이익을 위해 함께 노력하고 베풀 수 있는 환경을 만들어야 하겠다.”

다시 한번 열성껏 교육해 주신 모든 분들께 진심으로 감사드립니다. 매 강의 때마다 철저한 준비와 하나라도 더 가르쳐주고 싶어하시는 모습에 깊은 인상을 받았습니다. 특히 Sam Yang선생님께 감사드립니다. 항상 친절하셨으며, 오히려 그 어떤 교육생보다 교육에 열심이셨기에 이 분을 통해FED와FED에 계신 다른 분들도 이와 같을 것이란 생각을 하며 더욱 좋은 인상을 가질 수 있었습니다.

FED에 계신 모든 분들! 지금 모습 그대로 자신의 일을 사랑하고, 함께 일하는 동료와 조직을 사랑하고, 서로 베푸시면서, 건강하시고, 행복하시기를 기원하겠습니다.

안녕히 계십시오, FED!

God bless you!

# 미 육군 공병단 리더십 개발 프로그램 2단계 교육

글쓴이: 김정윤, FED Public Affairs

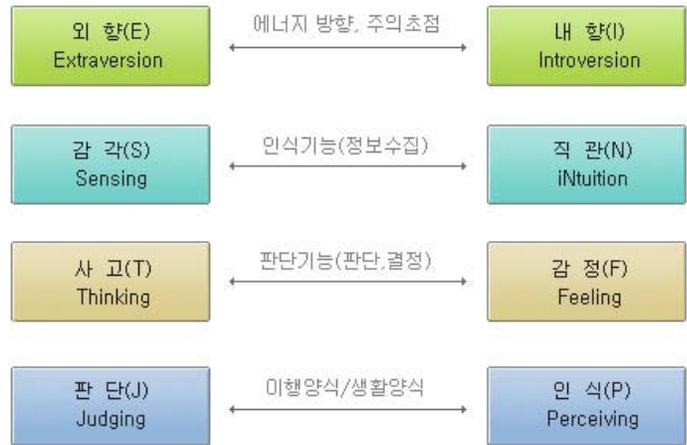
지난 1월 14일부터 18일까지 하와이의 빅아일랜드 코나에서 미 육군 공병단 리더십 개발 프로그램 2단계 교육(USACE Leadership Development Program Level 2 Training)이 있었다. 이 교육에는 POD의 ULDP Level 2 참가자들과 각 district facilitator 등 30여명이 참석했는데, FED에서는 김정윤, 유진 민, 구본준, 전정기, 레리 드레피가 참석했다.

이번 교육은 POD의 모든 district의 ULDP Level 2 참가자들이 처음으로 한 자리에 모였다는 점에서 그 의의가 매우 컸다. 지금까지의 Level 2 교육은 각 district 차원에서 이루어져왔는데, 기존의 Regional Leadership Development Program이 ULDP로 바뀌면서 교육기간이 12개월에서 18개월로 늘어났고 이에 따라 이 번처럼 POD의 모든 참가자들이 함께 모여 교육을 받게 되었다.

교육의 첫날은 왜 팀을 이루어 일하는 것이 개개인에 따라 일하는 것보다 더 효과적이며, 좋은 팀이란 무엇인지에 대한 강의 및 토론으로 시작했는데, 높은 성과를 이루는 팀은 팀원 개개인의 장점을 살리고 이를 잘 조화시키는 다양성을 중시하는 팀이라는 취지에서 참가자 개개인의 성격 및 성향을 분석하는 시간을 가졌다.

참가자들은 교육에 참석하기 전에 미리 “Myers Briggs Type Indicator (MBTI)” 와 “Fundamental Interpersonal Relations Orientation-Behavior (FIRO-B)” 라는 두 가지 검사를 받았는데, 교육 첫 날과 둘째 날은 이 중 MBTI 검사 결과에 대한 분석을 했다.

MBTI 검사란 칼 융의 심리유형론을 일상생활에 보다 쉽게 활용할 수 있도록 고안한 성격유형지표로, 각 개인은 자신의 기질과 성향에 따라 아래의 4가지 이분척도의 둘 중 하나의 범주에 속하게 된다. 이러한 네 가지 선호지표를 조합해보면 총 16가지의 성격유형이 나타나는데 모든 사람은 이 중 한 가지 유형에 속하게 된다.



이러한 성격유형 분석은 팀 구성과 조직 운영에 매우 유용하게 활용될 수 있는데, 일단 가장 중요한 것은 팀원 하나하나가 각기 다른 개성과 장단점을 가지고 있다는 것을 인식하는 것이다. 개인차에 대한 이러한 인식은 자신에 대한 이해를 통해 자신의 흥미, 적성을 바탕으로 효과적인 업무를 가능케하고, 갈등 관리를 위한 객관적 틀을 제공해 원활한 의사소통을 통해 팀 내 개인 상호간의 갈등 요인을 해소하며, 팀의 강점과 약점을 파악해 이를 보완할 수 있게 해 준다.

각 참석자들은 자신의 성격유형이 분석된 결과를 받아보고 유사한 성격유형에 따라 팀을 이루어 여러가지 활동들을 했다. 이 활동들은 주로 각기 다른 성격유형을 가진 팀들이 똑같은 활동을 했을 때 팀별로 어떤 다른 결과가 나타나는지를 경험하고 이를 보다 조화롭게 조직에 반영할 수 있는 방법이 무엇인지에 중점을 둔 것들이었다.

그렇다면 각기 다른 개성의 사람들로 구성된 팀을 어떻게 하면 보다 효율적으로 이끌어 갈 수 있을까? 이것은 이번 교육의 가장 핵심이 되는 것으로, 어떻게 하면 팀을 성공으로 이끄는 리더가 될 수 있을지에 대해 생각해 보는 시간이었다.

리더는 커다란 조직을 이끄는 사람만을 의미하는 것이 아니다. 우리는 누구나 리더이다. 우리는 각자의 삶을 이끌어가는 내 삶의 리더이고, 한 가정의 리더이며, 자신이 맡고 있는 업무의 리더이다. 이를 조금만 더 개발하면 우리는 팀의 리더가 될 수 있고 또 더 나아가 조직의 리더가 될 수 있는 것이다. 이것이 바로 이번 교육의 핵심이었다. 우리는 누구나 리더이기 때문에 보다 훌륭한 리더가 되기 위해서 리더십 개발 교육이 필요한 것이다.

개개인은 자신의 성격유형이나 경험에 따라 특정한 리더십 유형을 선호하는데, 중요한 것은 이러한 리더십 유형이 팀원이나 팀의 발전 단계에 따라 다르게 적용되어야 한다는 것이다 (Situational Leadership). 즉, 팀의 역량과 업무에 대한 몰입도 정도에 따라 다른 리더십에 적용되어야 한다는 것인데, 팀의 역량과 업무 몰입도가 높아질수록 지시하는 리더에서 지도, 지원, 위임하는 리더십 유형으로 점차 바뀌어가야 한다는 것이다. 이는 자신이 이끌고 있는 팀에 대한 정확한 이해와 판단을 필요로 하며, 자신의 리더십 유형을 상황에 따라 적절히 바꾸어 적용할 수 있는 민첩성 등도 필요하다. 교육 참가자들은 상황을 통해 각각 팀원, 리더, 관측자의 역할을 번갈아 해봄으로써 다양한 리더십을 경험해 볼 수 있었다.

다음으로는 팀 내 팀원 상호간의 대인관계 성향을 알아보고 우리가 개인간 또는 팀의 인간관계에 어떠한 방식으로 기여하고 영향을 미치고 있는지에 대해 알아보는 “FIRO-B” 검사에 대한 분석을 했다. 이 검사는 대인관계에 대한 각 개인의 고유한 욕구가 사적인 관계나 공적인 관계에서 행동에 어떤 영향을 미치는지를 측정하는 도구이다. 즉, MBTI가 타고난 개인의 성향을 분석하는 것이라면 FIRO-B는 상황에 따른 개인의 행동양식을 분석하는 것이다.

FIRO-B는 “참여, 지배, 애착 (Inclusion, Control, Affection)” 의 세 가지 기본적인 욕구를 ‘표출된 행동 (expressed behavior)과 ‘바라는 행동 (wanted behavior)’ 이라는 두 가지 차원에서 측정한다. 예를 들어 지배 욕구의 경우 자신이 남을 지배 및 통제하기를 원하는 경우와 남이 지배하는 것을 바라는 경우의 두 가지로 나누어 나타난다. 어떤 사람은 이 둘 중 한 가지의 수치가 월등히 높을 수 있고 어떤 사람은 둘 다의 수치가 높을 수도 있다. 전자의 경우 자신이 지배하거나 남이 지배하는 둘 중 한 가지 행동양식을 취하는 것이고, 후자의 경우는 자신이 지배하는 것도 좋아하고 남이 지배하는 것도 관찮게 받아들이는 경우라고 할 수 있다.

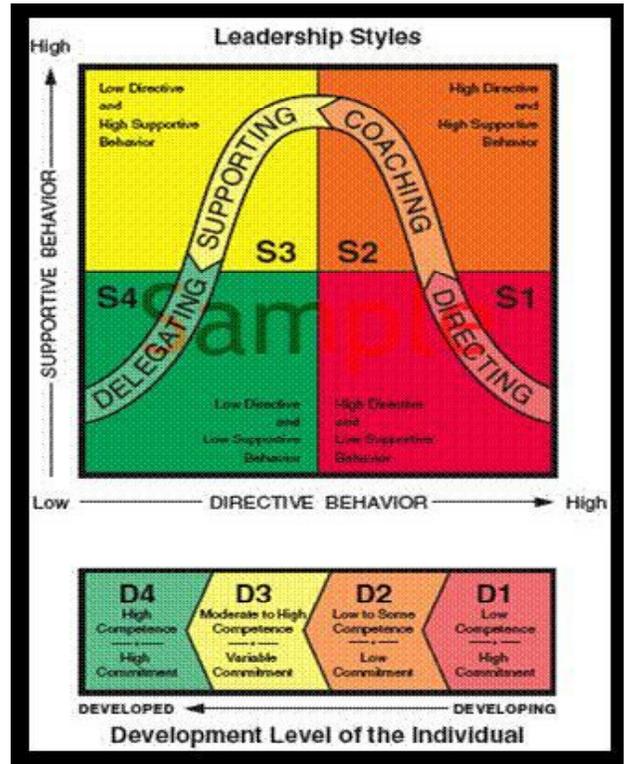
이렇게 각자 다르게 나타나는 팀원의 행동양식을 이해하는 것은 팀의 원활한 의사소통과 발전적 운영에 큰 도움을 준다. 또한 이런 행동양식은 좋고 나쁨이 아니라 한 개인의 고유 성향으로 이해되어야 하기 때문에 팀 내에서 긍정적이고 생산적인 대인관계를 형성해 팀의 부조화나 갈등을 줄여 높은 수준의 성취를 이루어나기는데 매우 중요하다. 또한 이는 겉으로 표출되는 행동양식이기 때문에 개인의 노력이나 주위의 도움으로 달라질 수도 있다. 즉 팀원의 행동양식을 바르게 이해함으로써 서로의 대인관계 능력을 향상시키고 보다 긍정적이고 협력적인 팀 분위기를 형성함으로써 팀의 과제를 완수하는 데 있어서 보다 높은 생산성을 이룩할 수 있다는 것이다.

위와 같은 팀원간의 개인차를 이해하고 효과적인 의사소통을 통해 팀원으로써 또는 팀 리더로서 과제를 수행하는 여러 가지 소그룹 활동들이 이어진 후, 교육의 마지막 날에는 모든 참가자가 하나의 팀을 이루어 과제를 수행하였다.

이 마지막 과제에서는 팀 스스로 팀 리더를 뽑았고, 팀 리더가 각 부서의 장을 뽑고, 다시 이들이 관리자를 뽑은 후 나머지는 기술인력을 맡았다. 우리가 맡은 과제는 눈을 가린 기술인력들을 관리자들이 잘 이끌어 여러가지 트랩에 둘러싸여 있는 코인을 많이 거두어들이는 것이었다. 팀 리더와 부서장들은 팀의 수행목표를 정하고 예산과 안전관리를 맡았다.

이 과제의 핵심은 팀내 각 직급들이 효과적으로 의사소통을 하면서 상호 신뢰를 바탕으로 자신의 몫을 최선을 다해 해 내는 것이었다. 물론 결과는 처음 세운 목표를 넘어서는 금액을 벌어들여서 큰 성공을 거두면서 5일간의 교육을 마무리하였다.

글이 지나치게 길어진 것 같지만, 교육받은 내용을 한국인 직원들과 함께 공유하고 싶은 마음에서 상세한 내용들을 써 내려가 보았다. 그리고 글을 마무리하면서 다시 한번 강조하고 싶은 것은 앞서도 언급한 “우리는 누구나 리더” 라는 것이다. 우리는 누구나 리더이기 때문에 보다 훌륭한 리더가 되기위해서 리더십 개발 교육이 필요한 것이다. 나는 직급이 낮기 때문에 이런 교육이 필요없다고 생각하는 것은 잘못된 것이다. 특히 한국인 직원들의 경우 여러가지 교육 기회에 소극적인 경우가 많은데, 리더십 교육이야말로 자기개발에 큰 도움을 주면서 동시에 회사 생활에도 큰 도움을 주는 교육인 것 같다. 이번 교육에 참가한 대부분의 사람들이 지금까지 받아본 교육 중 가장 좋은 교육이었다는 평을 하고 있는데, 다른 한국인 직원들도 다음 번 ULDP Level 2 모임(2009년)에 많이 참여해 좋은 교육 기회를 누리기를 바란다.



# In Memory of Roger "JR" Kenneth Floyd

26 July 1956 to 13 April 2008

