



In the Footsteps of Leaders

Leadership training for the twenty-first century

ICMA

May 11-13, 2011

GETTYSBURG
FOUNDATION

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Leadership

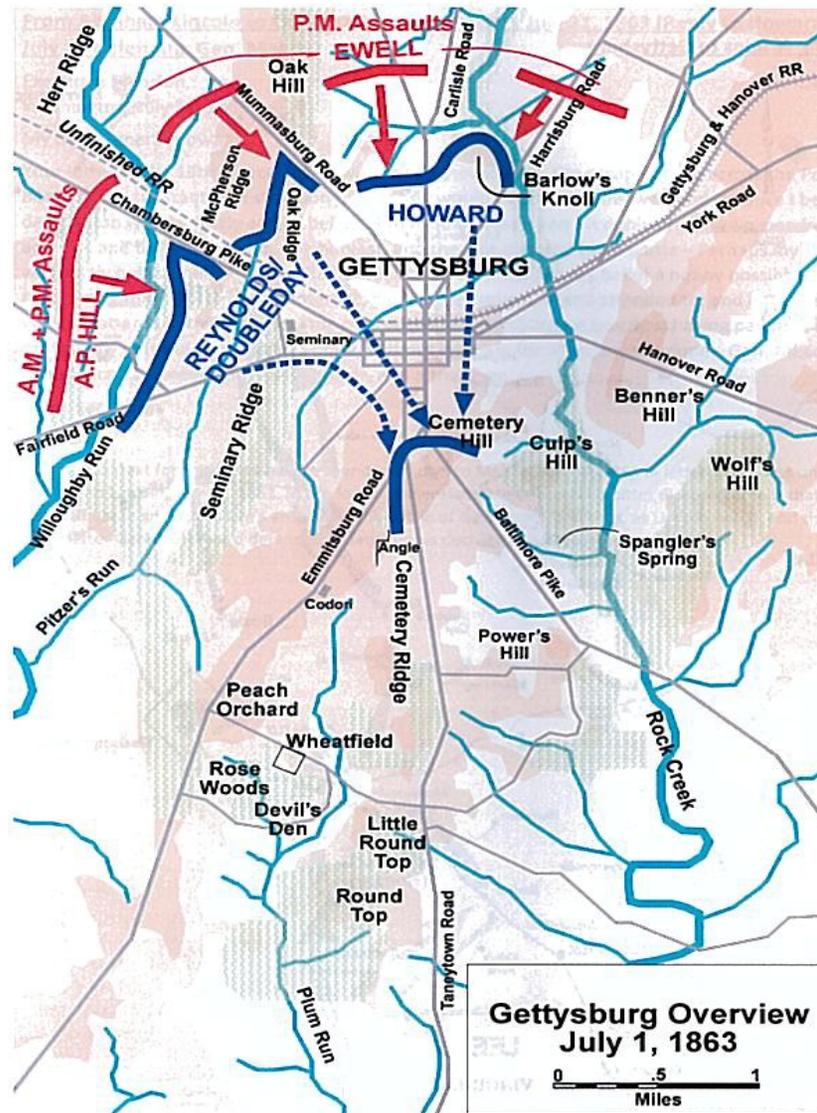
Topic: *Prepare for change or necessity
WILL be the mother of invention.*

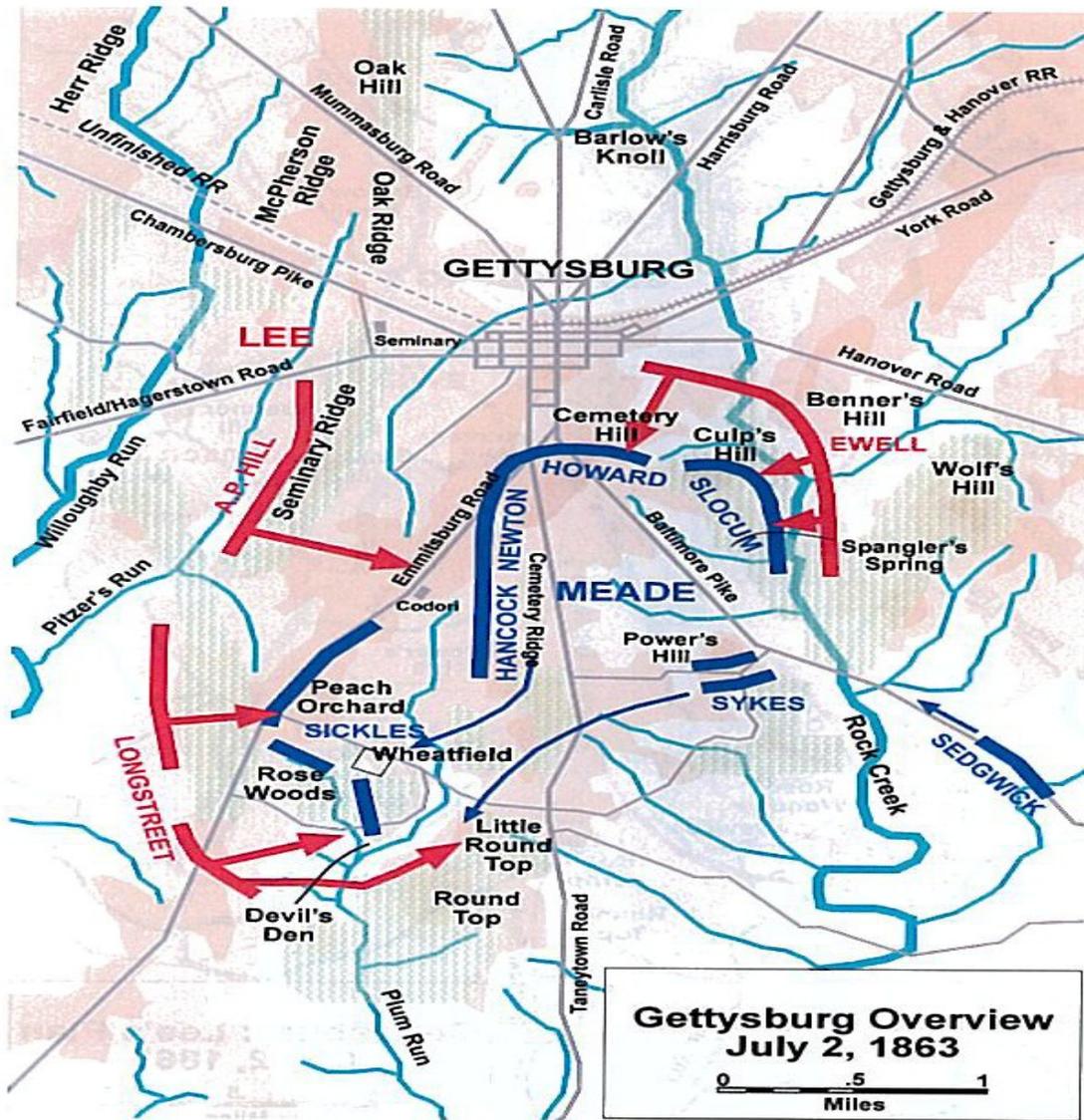
Study: Battle of Gettysburg, July 1863,
based on ICMA – Gettysburg
Institute leadership training.

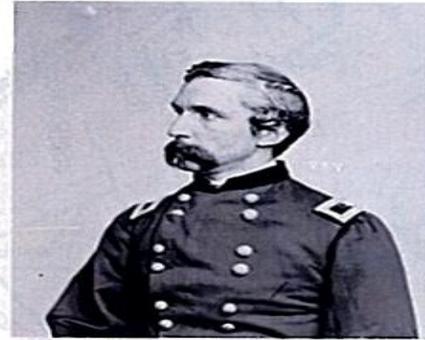
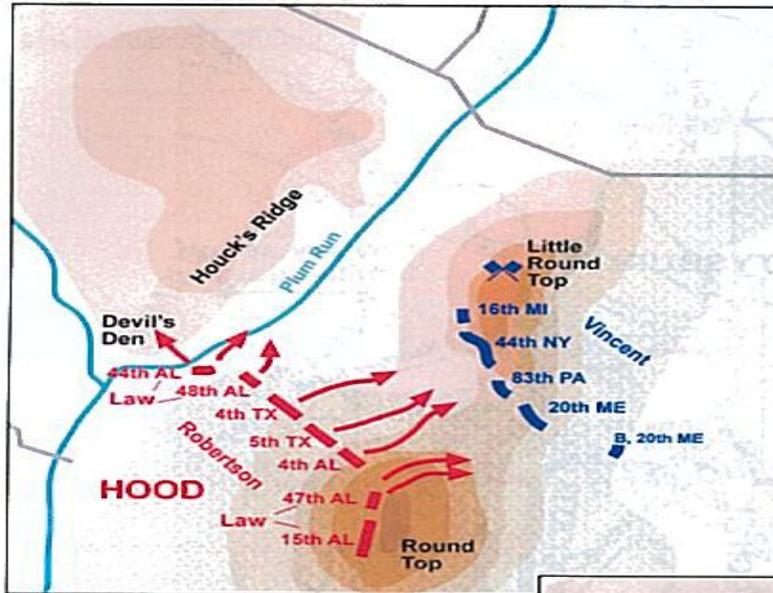
By: Michael D. Mallinoff, Esq., ICMA-CM

Gettysburg Campaign Chronology

- June 3: Lee begins march northward with 75,000 men
9: Cavalry battle at Brandy Station, Virginia
13: Hooker begins march northward with 90,000 men
22: Lee begins to disperse his army in Pennsylvania to subsist and gather supplies
25: Stuart begins to ride around Hooker's army
28: Lincoln relieves Hooker and appoints Meade
28: Halleck conveys "commander's intent"
28: Meade begins march northward from Frederick
28: Lee begins to concentrate near Gettysburg (at Cashtown)
30: Meade issues Pipe Creek Circular
30: Confederate infantry encounters Union cavalry northwest of Gettysburg
- July 1: Meeting engagement occurs northwest of Gettysburg
1: A. P. Hill and Ewell route the Union I and XI Corps
1: Lee issues "if practicable" attack order to Ewell
1: Lee and Longstreet debate tactics
2: Lee issues "early" assault order to Longstreet
2: Lee and Longstreet debate tactics
2: Sickles advances Union III Corps and leaves LRT vacant
2: Longstreet's two divisions begin "early" assault (4 PM)
2: Chamberlain holds at LRT
2: J.E.B. Stuart arrives with Confederate cavalry
2: Ewell demonstrates "in force" against Union right flank
2: Greene's Brigade holds on the summit of Culp's Hill
2: Lee's decides to resume against Union flanks the next morning
2-3: Meade holds council of war and resolves to stay and fight
3: Ewell resumes attack on Union right flank
3: Lee decides to attack "weakened" Union center
3: Longstreet's and Hill's divisions assault the Union center
3: Cavalry battle east of Gettysburg
4: Rainstorm thwarts Meade's possible counterattack
4: Vicksburg, Mississippi falls to Grant
4: Lee begins to withdraw toward Potomac
5: Meade begins to pursue Lee
6: Lee's advance elements reach flooded Potomac River; pontoons destroyed
12: Meade's advance elements arrive in area of Potomac
12: Meade's council of war resolves not to attack (5-3 vote)
13: Meade issues order for 14th
14: Lee's army recrosses Potomac, back into the safety of Virginia



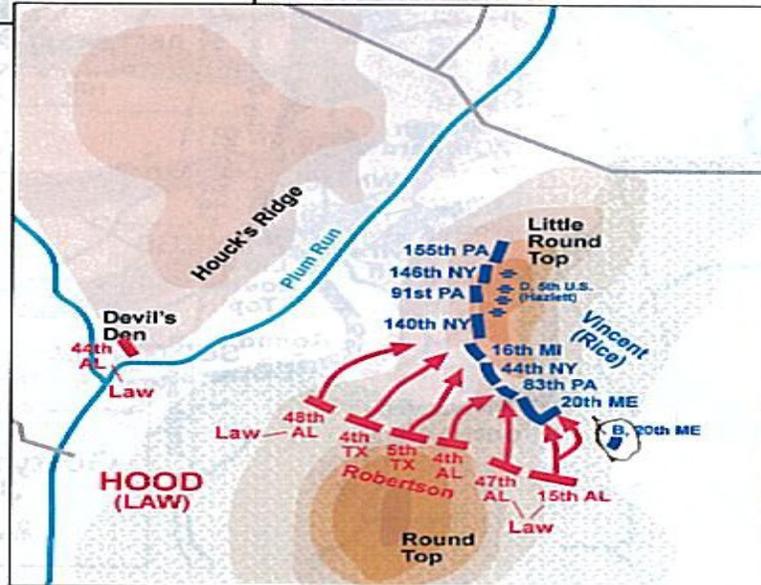




Col. Joshua Lawrence Chamberlain, 20th ME



Col. William C. Oates, 15th AL



Excerpt from *The Killer Angels**

Faced with the task of dealing with a group of disgruntled soldiers of the 2nd Maine Infantry on the march into Pennsylvania, Col. Chamberlain struggled with how he would gain their cooperation. He admitted to them that he had permission to shoot them if they refused to go, but quickly explained that he wouldn't do that; he would support whatever decision they made.

At first he was unsure of himself as he faced them but as he spoke from his heart, he saw that they were listening.....

"Well, I don't want to preach to you. You know who we are and what we're doing here. But if you're going to fight alongside us there's a few things I want you to know."

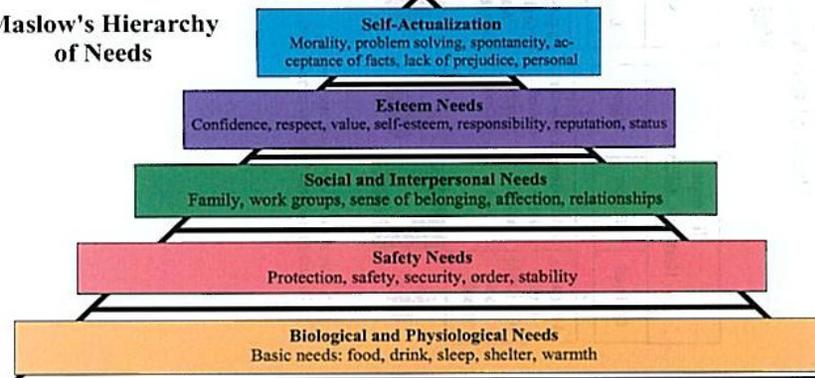
"This Regiment was formed last fall, back in Maine. There were a thousand of us then. There's not three hundred of us now. But what is left is choice."

"Some of us volunteered to fight for Union. Some came mainly because we were bored at home and this looked like it might be fun. Some came because we were ashamed not to. Many of us came because it was the right thing to do. All of us have seen men die. Most of us never saw a black man back home. We think on that, too. But freedom . . . is not just a word."

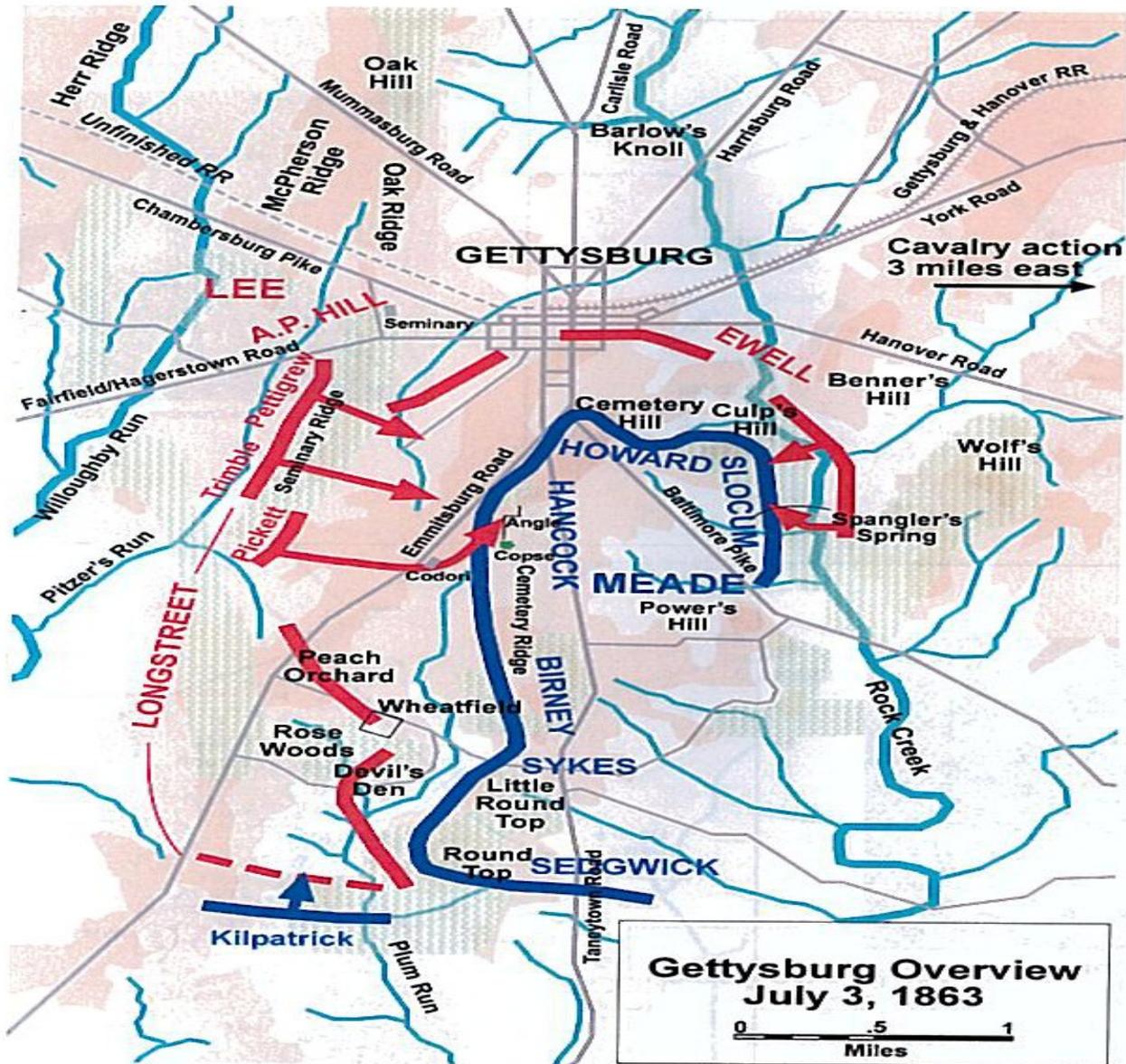
"This is a different kind of army. If you look at history you'll see men fight for pay, or women, or some other kind of loot. They fight for land, or because a king makes them, or just because they like killing. But we're here for something new. This hasn't happened much in the history of the world. We're an army going out to set other men free."

"This is free ground. All the way from here to the Pacific Ocean. No man has to bow. No man born to royalty. Here we judge you by what you do, not by what your father was. Here you can be *something*. Here's a place to build a home. It isn't the land -there's always more land. It's the idea that we all have value, you and me; we're worth something more than the land. I never saw land I'd die for, but I'm not asking you to come join us and fight for land. What we're all fighting for, in the end, is each other."

"Didn't mean to preach. Sorry. But I thought you should know who we are."

Maslow's Hierarchy of Needs

*1974 novel by Michael Shaara



Leadership Examples from the Battle of Gettysburg**July 1****1. Vision/Strategic Thinking**

EXAMPLE: Lee's vision is to achieve an independent South through a decisive victory on Northern soil; Meade's vision is to protect Washington and preserve the Union

EXAMPLE: Lee underestimated opponent; had to abandon initial plan of capturing Harrisburg

2. Communications (Command & Control)

EXAMPLE: Day 1 - Lee's orders to Ewell on July 1 are discretionary (ambiguous) – "if practicable"

EXAMPLE: Buford's communications to Reynolds are thorough; Stuart's to Lee are non-existent

3. Team Building (Unit Cohesiveness)

EXAMPLE: Poor coordination in Lee's army; Heth's insubordination; Stuarts absence; and Ewell's timidity

EXAMPLE: Gen. Lee loses Stonewall Jackson and fails to adapt leadership style to work with his new team

4. Initiative

EXAMPLE: Buford goes beyond stated responsibilities to protect key ground

5. Adaptability

EXAMPLE: Both army commanders had to adapt to an unplanned battle; who did a better job?

EXAMPLE: Technology changing the rules of the game; Rifled muskets and obsolete Napoleonic tactics

6. Accountability

EXAMPLE: Heth, a favorite of Lee's, was not disciplined for disobeying orders

8. Delegation/Trust

EXAMPLE: Meade trusted Hancock to act in his stead until he arrived on the field

9. Decision-making with Insufficient Information

EXAMPLE: Lee acted without Stuart's intelligence

10. Following Through with Strategic Plan

EXAMPLE: Confederate Army's failure to take Cemetery Hill

July 2**1. Communications (Command and Control)**

EXAMPLE: Signal Corps given good resources and highly valued

2. Team Building (Unit Cohesiveness)

EXAMPLE: Lee and Longstreet disagree on tactics; Meade and Sickles disagree on deployment

EXAMPLE: 2nd Maine men being brought back into the fold by Chamberlain

3. Initiative: What if the action is not part of your formal responsibility?

EXAMPLE: Little Round Top; Warren, Vincent and Chamberlain making a difference

4. Agility/Adaptability

EXAMPLE: Sickles shifts from main line to Peach Orchard; Longstreet's countermarch and disorganization

EXAMPLE: Technology changing the rules of the game; George Greene and breastworks on Culp's Hill

5. Accountability

EXAMPLE: Sickles did not accept responsibility for the near-disaster cause by his re-deployment

6. Leading by Example

EXAMPLE: Vincent on Little Round Top

7. Delegation/Trust

EXAMPLE: Vincent's orders to Chamberlain are very clear and direct- "You are the end of the line; the line stops here. You must hold at all hazards" - he did

8. Decision-making with Insufficient information

EXAMPLE: Poor mapping of Union positions by Lee and Longstreet as a result of Stuart's absence

9. Following through with the strategic plan

EXAMPLE: Sickles' failure to remain in the Union defensive line

July 3

1. Vision/Strategic thinking

EXAMPLE: Meade calls council of war; foresees assault on his center

2. Team Building (Unit Cohesiveness)

EXAMPLE: Lee makes his Day 3 decision alone; Meade holds a council of war

3. Agility/Adaptability

EXAMPLE: Technology; Pickett's Charge may have succeeded in the age of smoothbore muskets

4. Accountability

EXAMPLE: Lee accepted responsibility for the failure of Pickett's Charge; Meade's consensus with qualifications at council of war

5. Delegation/Trust

EXAMPLE: Meade's council of war; invests his people in the mission. Lee dictates

6. Decision making with insufficient information

EXAMPLE: Smoke obscured Union positions on Cemetery Ridge before Longstreet ordered Pickett's Charge; he could not have been sure if the Union artillery had been driven off

The Results: Did Lee and Meade succeed in achieving their strategic plans?

Lee's strategic plan was multifaceted. He wanted to gather provisions for his army; protect Richmond and Vicksburg by drawing Union troops away from those locations and while they were in the open, destroy them; incite a peace movement in the North; and gain recognition and support from England and France. He succeeded in re-supplying his army, and drawing troops away from Richmond (for a time). He failed at all the rest of his plans for his 1863 invasion of the North.

Meade's plan was straightforward – protect Washington and preserve the Union by destroying the Confederate Army. He succeeded in the former but failed in the latter by not following up his victory on July 3. Meade's failure to launch a timely pursuit of Lee's army caused the war to continue for two additional years.

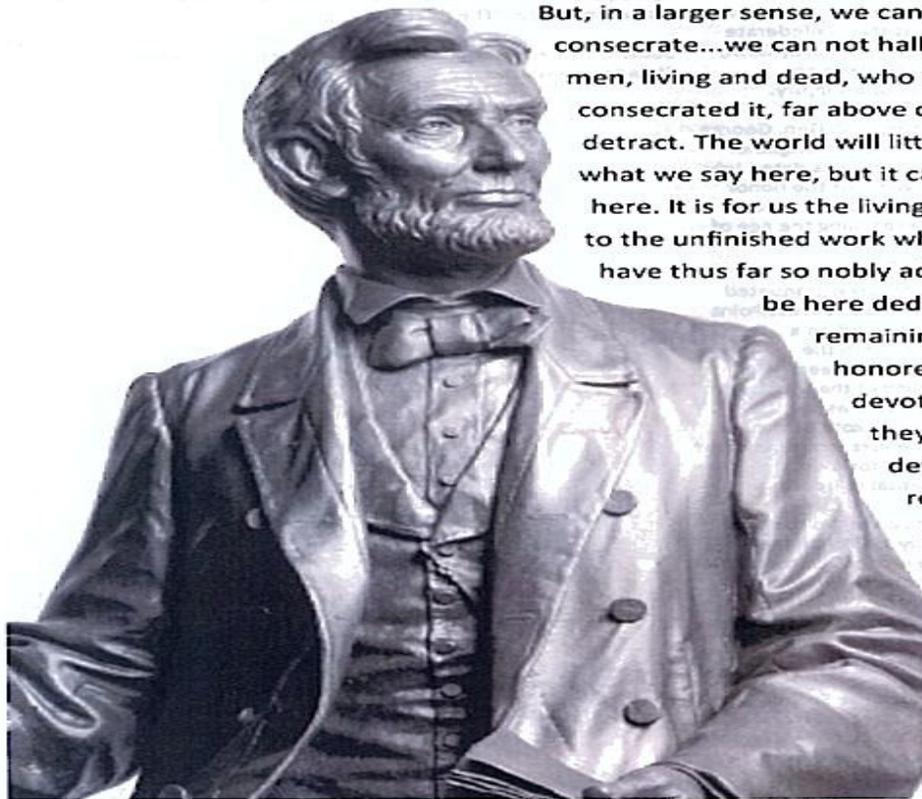
Examples of leadership

- Meade: Council of War. Knew what he did not know.
- Chamberlain: Empathetic, innovative and courageous.
- Hancock: Professional, team oriented and in-charge.
- Longstreet: Independent thinker, innovative and personal courage, and...

THE GETTYSBURG ADDRESS

Four score and seven years ago, our fathers brought forth on this continent a new nation, conceived in Liberty, and dedicated to the proposition that all men are created equal.

Now we are engaged in a great civil war, testing whether that nation, or any nation, so conceived and so dedicated, can long endure. We are met on a great battle-field of that war. We have come to dedicate a portion of that field, as a final resting place for those who here gave their lives that that nation might live. It is altogether fitting and proper that we should do this.



But, in a larger sense, we can not dedicate...we can not consecrate...we can not hallow this ground. The brave men, living and dead, who struggled here, have consecrated it, far above our poor power to add or detract. The world will little note, nor long remember what we say here, but it can never forget what they did here. It is for us the living, rather, to be dedicated here to the unfinished work which they who fought here have thus far so nobly advanced. It is rather for us to be here dedicated to the great task remaining before us—that from these honored dead we take increased devotion to that cause for which they gave the last full measure of devotion—that we here highly resolve that these dead shall not have died in vain—that this nation, under God, shall have a new birth of freedom—and that government of the people, by the people, for the people, shall not perish from the earth.



ICMA

Code of Ethics

The purposes of ICMA are to enhance the quality of local government and to support and assist professional local administrators in the United States and other countries. To further these objectives, certain principles, as enforced by the Rules of Procedure, shall govern the conduct of every member of ICMA, who shall:

- 1** Be dedicated to the concepts of effective and democratic local government by responsible elected officials and believe that professional general management is essential to the achievement of this objective.
- 2** Affirm the dignity and worth of the services rendered by government and maintain a constructive, creative, and practical attitude toward local government affairs and a deep sense of social responsibility as a trusted public servant.
- 3** Be dedicated to the highest ideals of honor and integrity in all public and personal relationships in order that the member may merit the respect and confidence of the elected officials, of other officials and employees, and of the public.
- 4** Recognize that the chief function of local government at all times is to serve the best interests of all the people.
- 5** Submit policy proposals to elected officials; provide them with facts and advice on matters of policy as a basis for making decisions and setting community goals; and uphold and implement local government policies adopted by elected officials.
- 6** Recognize that elected representatives of the people are entitled to the credit for the establishment of local government policies; responsibility for policy execution rests with the members.
- 7** Refrain from participation in the election of the members of the employing legislative body, and from all partisan political activities which would impair performance as a professional administrator.
- 8** Make it a duty continually to improve the member's professional ability and to develop the competence of associates in the use of management techniques.
- 9** Keep the community informed on local government affairs; encourage communication between the citizens and all local government officers; emphasize friendly and courteous service to the public; and seek to improve the quality and image of public service.
- 10** Resist any encroachment on professional responsibilities, believing the member should be free to carry out official policies without interference, and handle each problem without discrimination on the basis of principle and justice.
- 11** Handle all matters of personnel on the basis of merit so that fairness and impartiality govern a member's decisions pertaining to appointments, pay adjustments, promotions, and discipline.
- 12** Seek no favor; believe that personal aggrandizement or profit secured by confidential information or by misuse of public time is dishonest.



City of Annapolis

- Change: Finance, Pws, Transit, DNEP and HR. Consolidation of departments. (Team of rivals)
- Direction: Strategic Planning Retreat
- Reporting: Monthly memo
- Budgeting: CIP & new format
- Future: Performance measurements
- Feedback: Survey Instrument

Challenge yourself with each decision and every action:

- Is it right for the Community?
- Is it right for the City?
- Is it ethical and legal?
- Is it consistent with our values and policies?
- Is it something for which I am willing to be accountable?