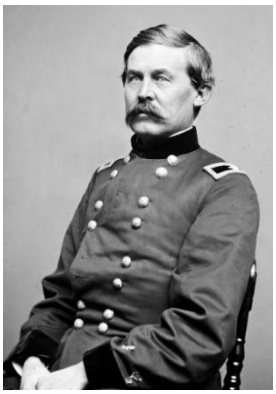
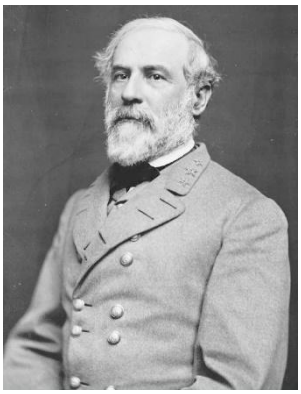
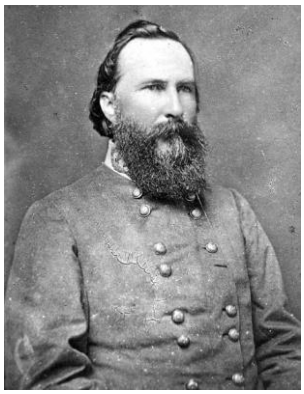
GETTYSBURG

LEADING PEOPLE AND ACHIEVING RESULTS

The 1863 Gettysburg Campaign offers the opportunity to examine leadership and performance at every level of an organization, making it a perfect window into both **leading people** and **achieving results**.

We begin this session by looking at Robert E. Lee's decision to invade the North as a window into **organizational alignment** and a way to explore a compelling model on **managing risk and seizing opportunity**.

On the first day of the battle, Union cavalryman John Buford's creative solution to battling an enemy three times his size allows us to explore a **method for problem-solving** and emphasizes the need for a strong **operational mindset**. The mixed performances of new leaders on the first day offer a nuanced way for participants to reflect upon **developing others** and sets up a discussion of how they can begin **succession planning**.

For the second day of the battle we focus on the 20th Maine and its leader, Colonel Joshua Chamberlain. Our story reveals the two crises Chamberlain and his men faced: one in May of 1863 when 120 mutineers – **disengaged employees** – were transferred to unit, and the second when the Mainers ran out of ammunition during the battle. Chamberlain's response to both incidents offers a window into **accountability** and **team building**, and allows for an extended discussion on strategies participants can use to engage those around them.

The battle's signature moment came on its third day when 15,000 Confederate soldiers crossed nearly one mile of open field to assault the Union Army in an ill-fated movement we know as Pickett's Charge. We examine the reluctance of James Longstreet, Lee's second-in-command, to making this charge as a way to explore **conflict management**. In thinking through how Longstreet could have more effectively **managed up**, we explore a model on **effective decision-making**. After setting the stage, we follow in the footsteps of the Confederate Army as they made the ill-fated march toward the Union lines.

Our final stop is in the Soldiers' National Cemetery, the place where Abraham Lincoln sought to bring meaning to the sacrifice. We delve into the Gettysburg Address to explore what that speech can teach us about being more **effective communicators**.

In our final debrief and application we ask participants to consider what lessons they can learn from the Battle of Gettysburg about **leading people and achieving results** that they can apply upon their return to work.