

10 LEADERSHIP LESSONS from the BATTLE of GETTYSBURG



1 GENERAL JOHN BUFORD DEFEND THE HIGH GROUND

- Assess: Big picture
- Plan: What do I need to do?
- Act: 70% rule



2 GENERAL JOHN REYNOLDS MEETING THE CHALLENGE HEAD-ON

- Message to Meade
- For God's sake forward
- All hands on deck: The First Corps
- Stepping up to the plate:
Abner Doubleday

3 GENERAL ROBERT E. RODES POOR PLAN OR NO PLAN: GENERAL RODES' CONFEDERATES ON OAK RIDGE

- Uncoordinated approach
- Leading from behind
- Hasty decision making



4 WINFIELD SCOTT HANCOCK (C.O.O.) TAKE CHARGE LEADERSHIP

- An appearance of leadership
- A professional (“The superb”)
- Duty and diplomacy



5 GENERAL DAN SICKLES UN-COACHABLE MANAGEMENT

- Going rogue
- Can't spell Sickles without 'I'
- Shedding responsibility



6 COLONEL AUGUSTUS VAN HORNE ELLIS LEADING BY EXAMPLE (DEVIL'S DEN)

- Calm under pressure
- "The men must see us today"
- Leading from the front



7 LITTLE ROUND TOP CRISIS MANAGEMENT

- **Gouverneur K. Warren:** The engineer
- **Strong Vincent:** The warrior
- **Joshua Chamberlain:** The professor

Know your people
Know yourself
Know your stuff



8 GENERAL GEORGE MEADE THE CEO

- Democratic leadership
- Meade's War Council
- "Never fear your enemies. Fear your actions."



9 GENERAL ROBERT E. LEE THE CEO

- Paternalistic leadership
- Discretionary orders
- At odds with Longstreet



10 PICKETT'S CHARGE MANAGING RISK

- Meade: Defense first
- Lee: All or nothing
- Alonzo Cushing: Stick to your guns

BACKGROUND

LEADERS' CHALLENGES

- Discipline in volunteer regiments
- Initial motivation: Why fight
- Sustaining motivation: Keep them in the fight
- Combat motivation: Face extreme dangers (Glaze of battle)

THE SOLDIERS

- This wasn't Vietnam
- Avoiding shame
- 60% fully engaged