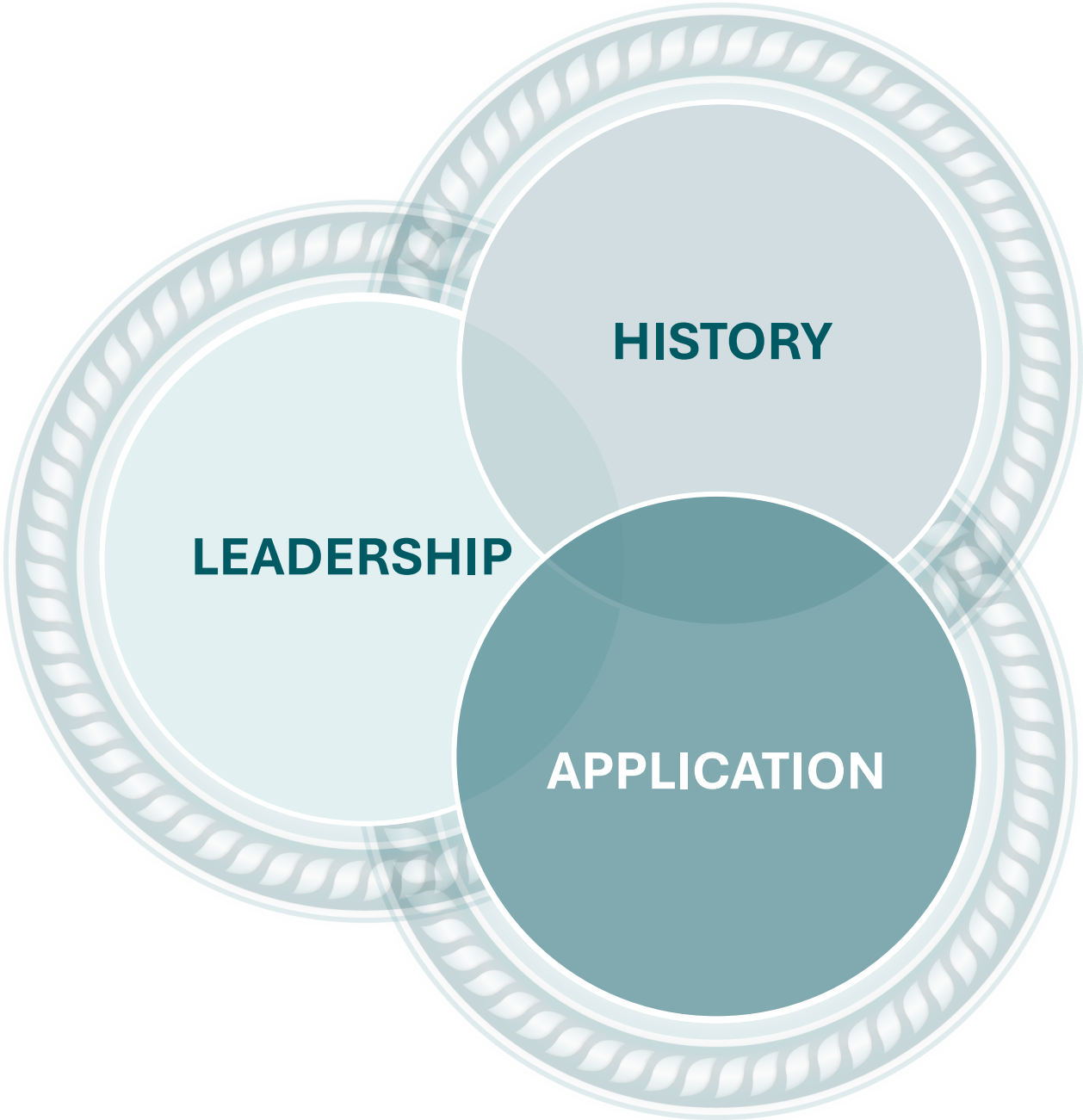

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Program Approach



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Lenses of Leadership

1

HIGH GROUND

Leading by Anticipating



2

LEFT FLANK

Leading by Adapting



3

DUAL ROLE

Leading and Following



4

THE ANGLE

Leading by Deciding



Module Design Elements

- Leadership frame or theory (“Lenses”)
- Movie segment(s) providing a historical context
- Visit to the Gettysburg National Military Park
- Reflection and Application

Your Stay & Program Logistics

- Journal booklet / maps
- CPE credits
- TGLE “button”
- Restrooms
- WIFI information
- Meals & breaks

If there is a question or any need arises where we can help you, please let us know.



Learning Excursion

The Gap





LEADERSHIP LENS 1

High Ground

Leading by Anticipating



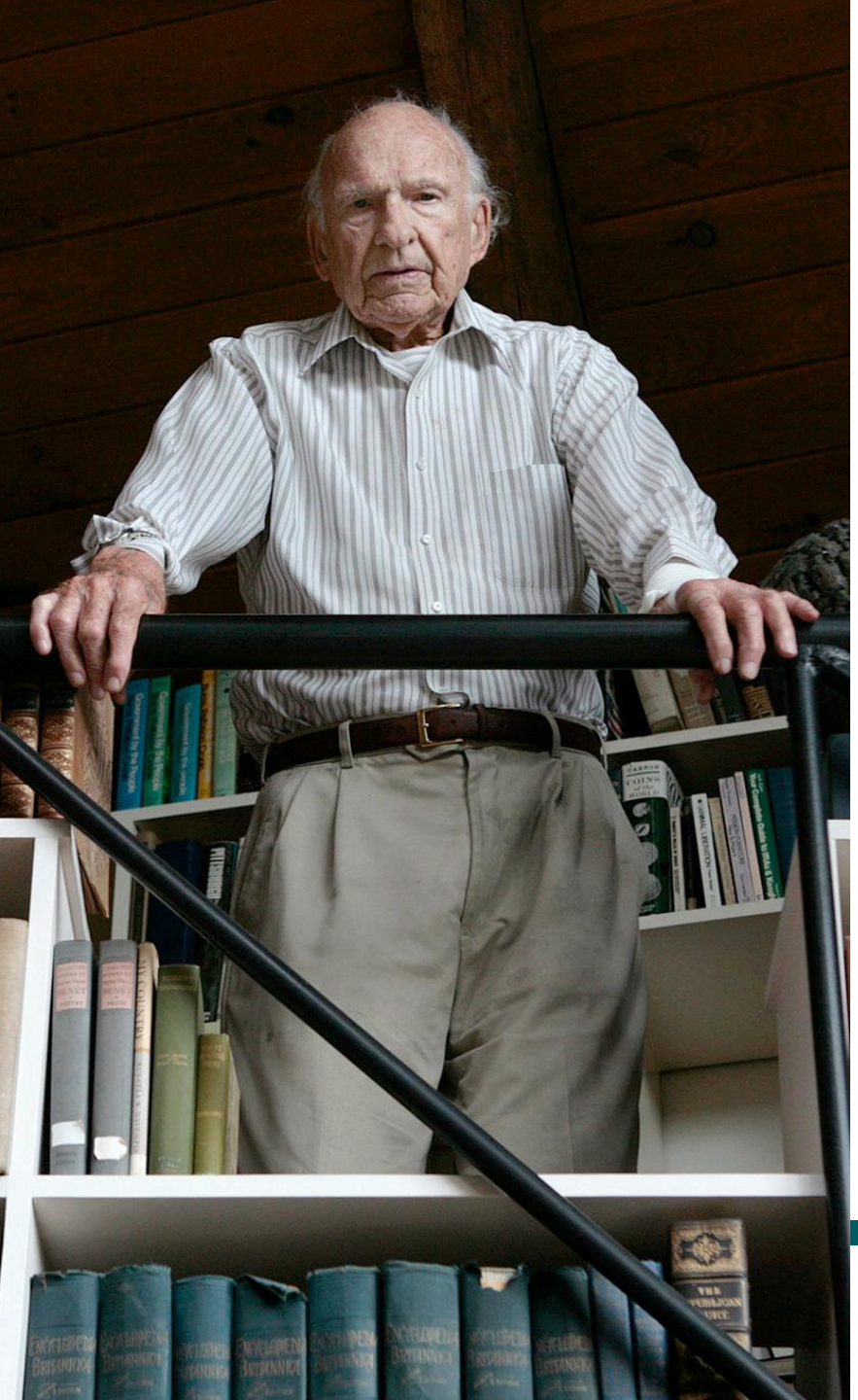
LEADERSHIP LENS 1

High Ground

Leading by Anticipating

REFLECTION QUESTION

What is your definition of Leadership?



There are as many definitions of leadership as those individuals who would want or care to define it.

James MacGregor Burns

Defining Leadership



PROACTIVE POSITIONING

“For me, it was just like a dream come true. Star Wars and LEGO together, two things I love.”

Jens Kronvold Frederiksen

Design Director, LEGO Star Wars (1999–2023)




MENTAL POSITIONING
“It’s a lot easier to face your fears when you know your purpose.”
Damar Hamlin
“If someone falls, I am the one who starts the heart.”
Denny Kellington

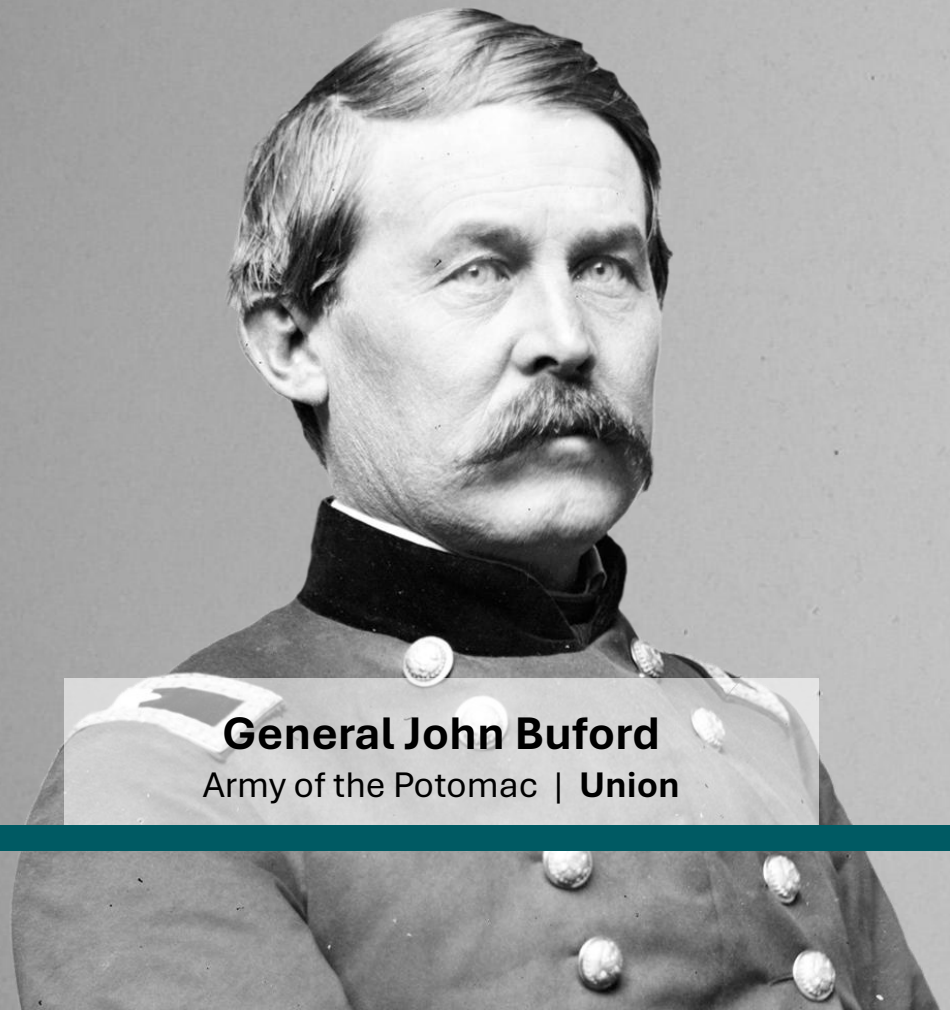
STRATEGIC INFLECTION POINT



“Depending on the actions you take in responding to this challenge, you will either go on to new heights or head downward in your prosperity as a firm.”

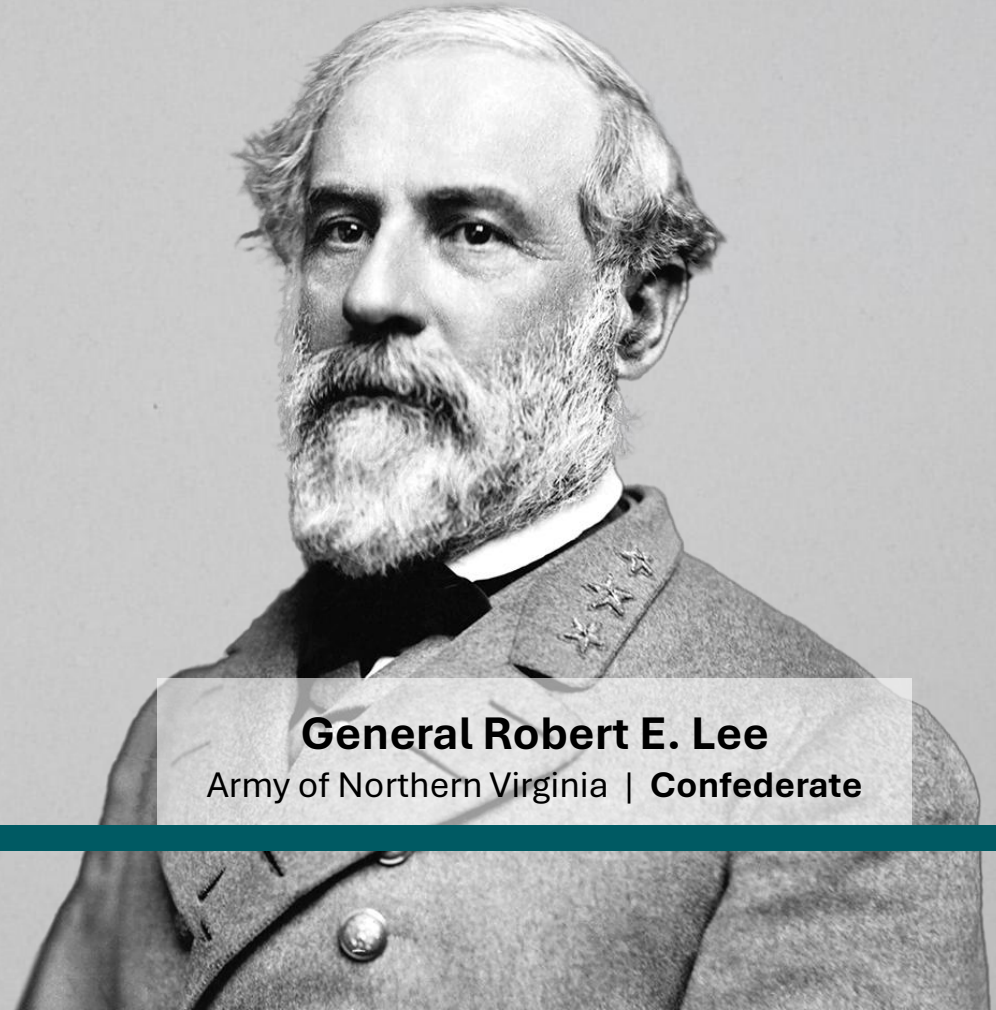
Andy Grove

“They will attack you in the morning and they will come booming – skirmishers three deep. You will have to fight like the devil until supports arrive.”



General John Buford
Army of the Potomac | **Union**

“My job is to bring my army to the battlefield prepared and positioned to win. And after that, it is up to God and my generals to take over and win.”



General Robert E. Lee
Army of Northern Virginia | **Confederate**

The High Ground Video



LEADERSHIP LENS 1

High Ground

Leading by Anticipating

- *Proactive Positioning*
- *Mental Positioning*
- *Strategic Inflection Point*



LEADERSHIP LENS 1

High Ground

Leading by Anticipating

DEBRIEF QUESTION

What is your "high ground"?



LEADERSHIP LENS 2

Left Flank

Leading by Adapting



LEADERSHIP LENS 2

Left Flank

Leading by Adapting

REFLECTION QUESTION

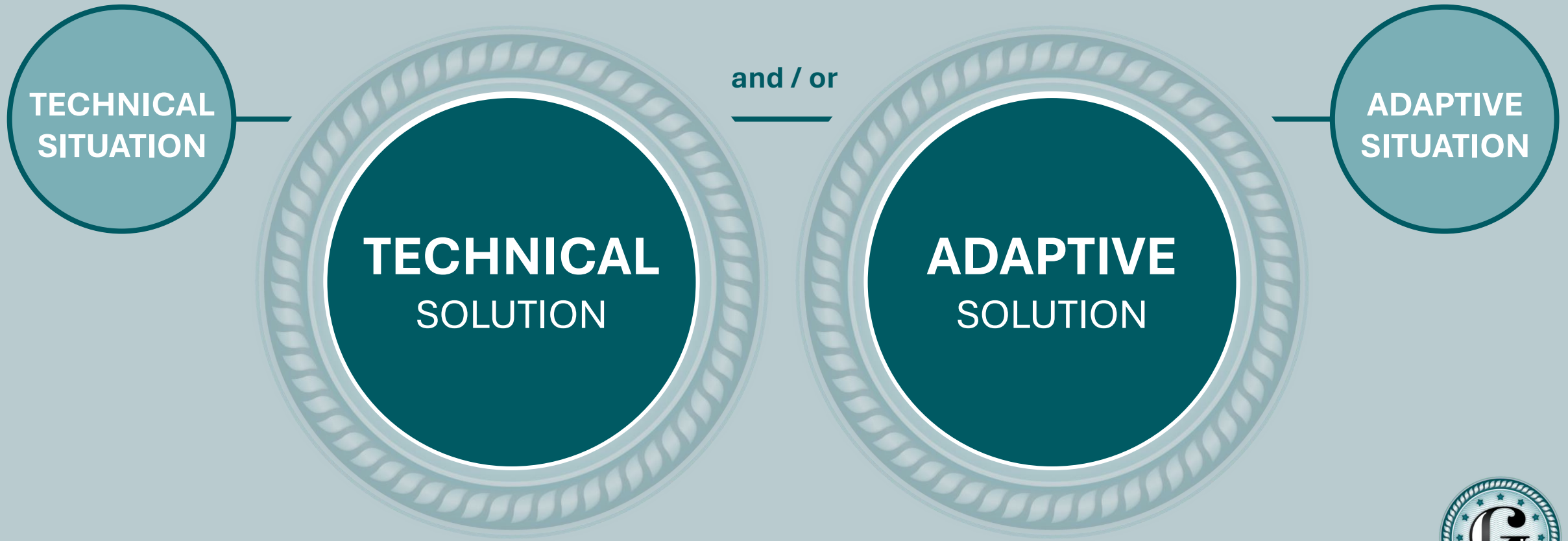
Where is your leadership vulnerable?

Employee Engagement



Source: Gallup, 2026

Types of Situations/Solutions



TRANSACTIONAL LEADERSHIP

An equitable exchange or transactional process between leader and followers based on the **self-interests of both**.

TRANSFORMATIONAL LEADERSHIP

Leaders engage followers **beyond their self-interests** by recognizing existing needs, arousing and satisfying higher order needs.

TRANSACTIONAL LEADERSHIP

- Positions or Commands Authority

- Planning
- Organizing
- Coordinating
- Directing
- Controlling

TRANSFORMATIONAL LEADERSHIP

- Personality, Expertise and Values

- Visioning
- Culture Building
- Role Modeling
- Confidence Building
- Communicating

Role & Self

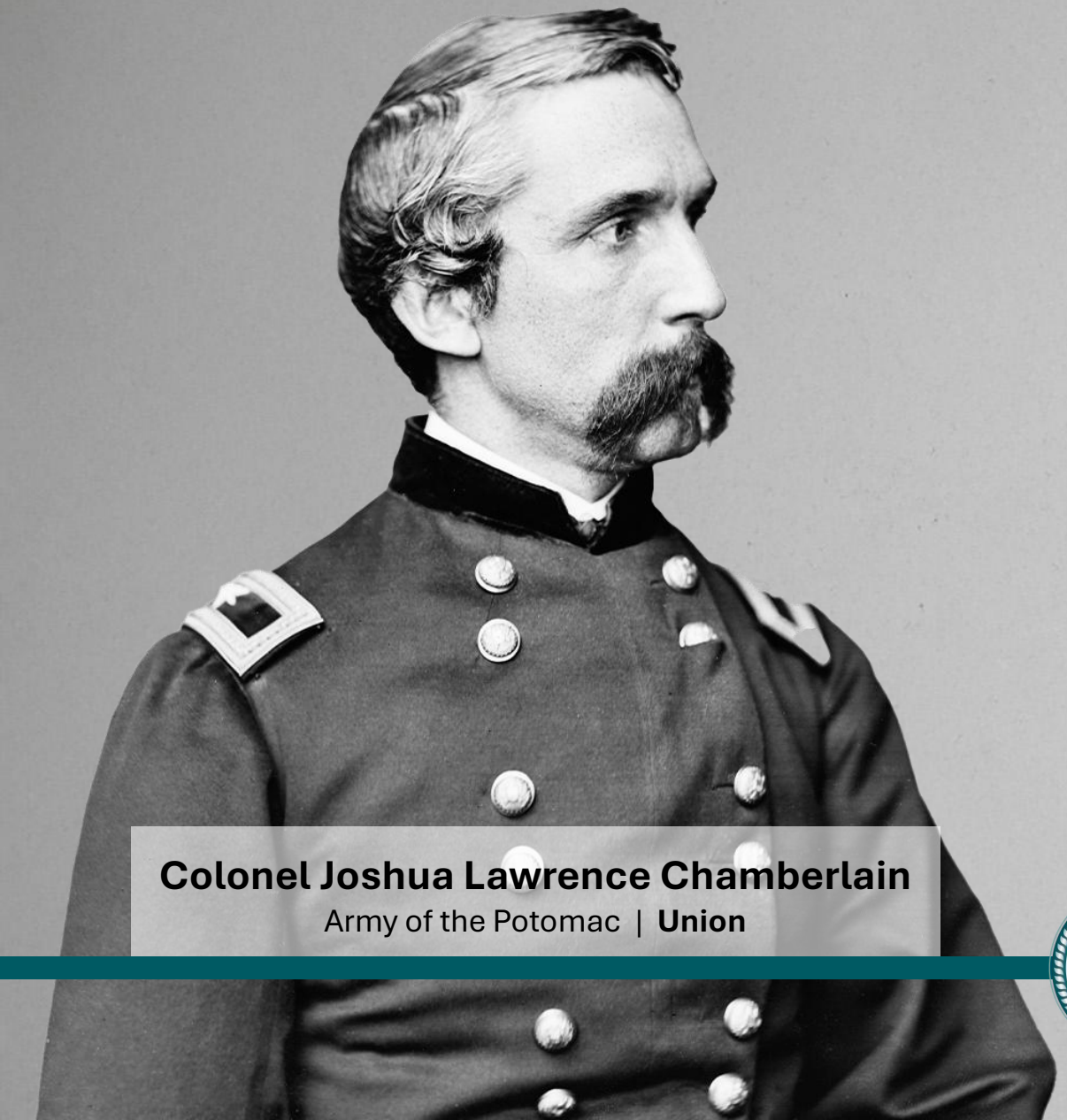
- Responsibility
- Acts ***for*** the System
- Temporary
- Demands Discipline

- Identity
- Experiences the Impact
- Ongoing
- Requires Awareness

Inspirational & Aspirational

- Present Meaning
- Energizes
- Relationship
- Sustains the Journey

- Future Direction
- Orients
- Collective
- Justifies the Cost



Colonel Joshua Lawrence Chamberlain
Army of the Potomac | **Union**

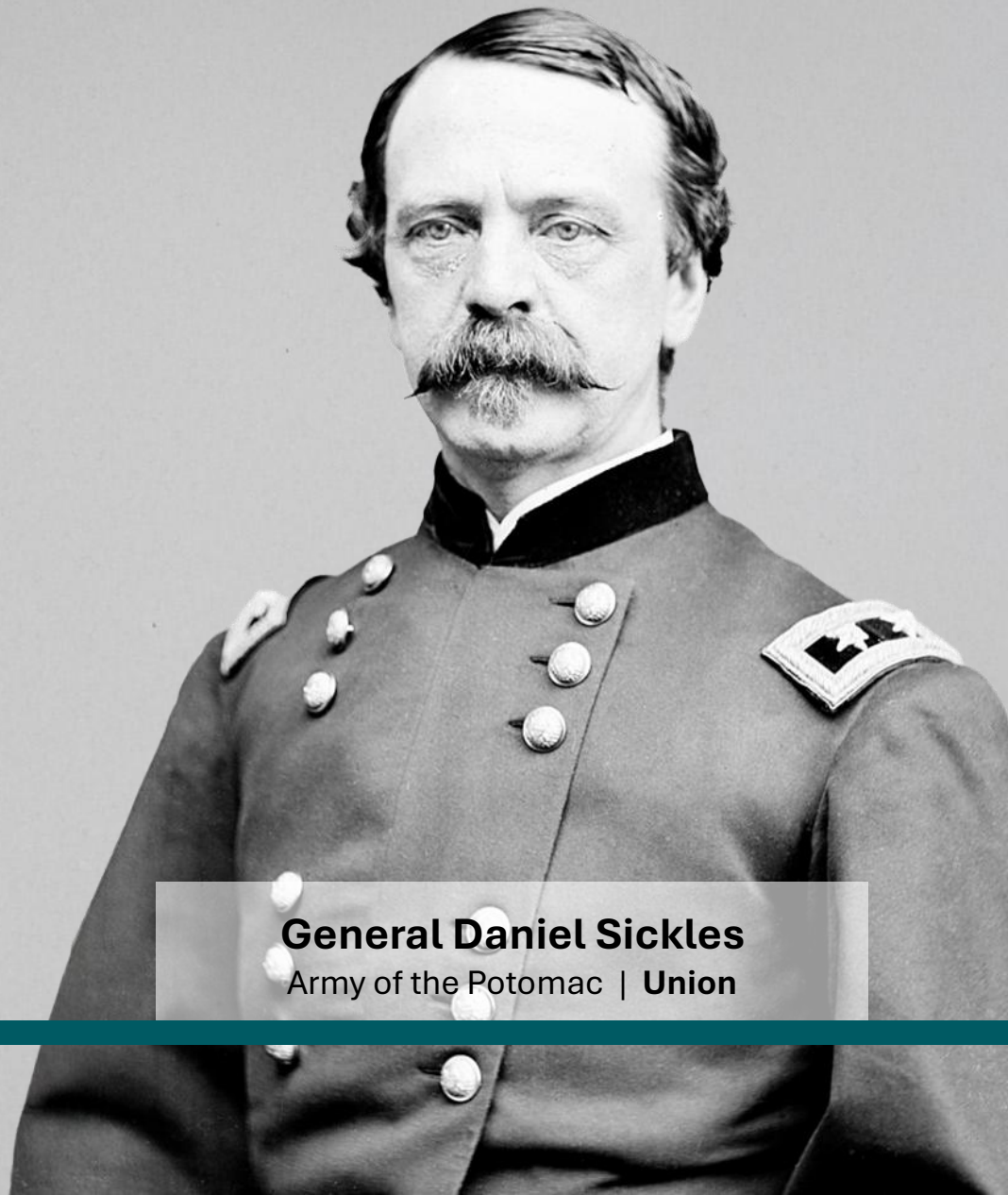
INTEREST OF THE ARMY

“It is only when a man supremely gives that he supremely finds.”

INTEREST OF SELF

“If at some future time it may be the pleasure of the State of New York to place some memorial of myself on that battlefield, I should prefer to have it on the high ground at or near the Peach Orchard.”

“The entire battlefield is a memorial to Dan Sickles.”



General Daniel Sickles
Army of the Potomac | **Union**

The Left Flank Video

4 I's of Transformational

Idealized Influence: Leaders as role models

- People follow you because they respect you.

Inspirational Motivation: Leaders who energize and inspire

- People believe the future is worth the effort.

Intellectual Stimulation: Leaders who challenge thinking

- People are expected to think, not just comply.

Individualized Consideration: Leaders who develop people

- People are grown, not used.



LEADERSHIP LENS 2

Left Flank

Leading by Adapting

- *Adaptive Leadership*
- *Transformational & Transactional Leadership*
- *Role & Self*
- *Inspirational & Aspirational*



LEADERSHIP LENS 2

Left Flank

Leading by Adapting



LEADERSHIP LENS 3

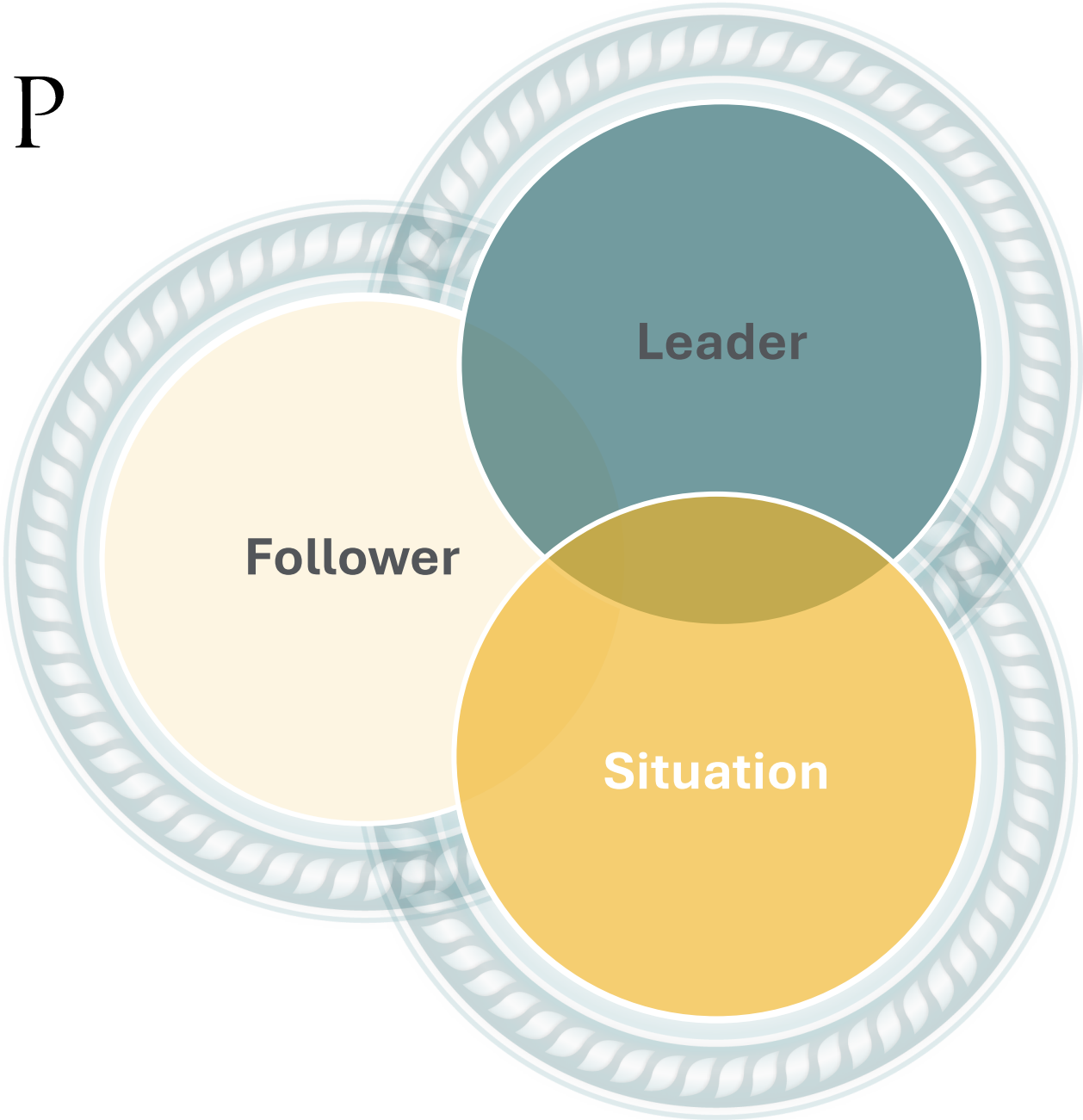
Dual Role

Leading by Following



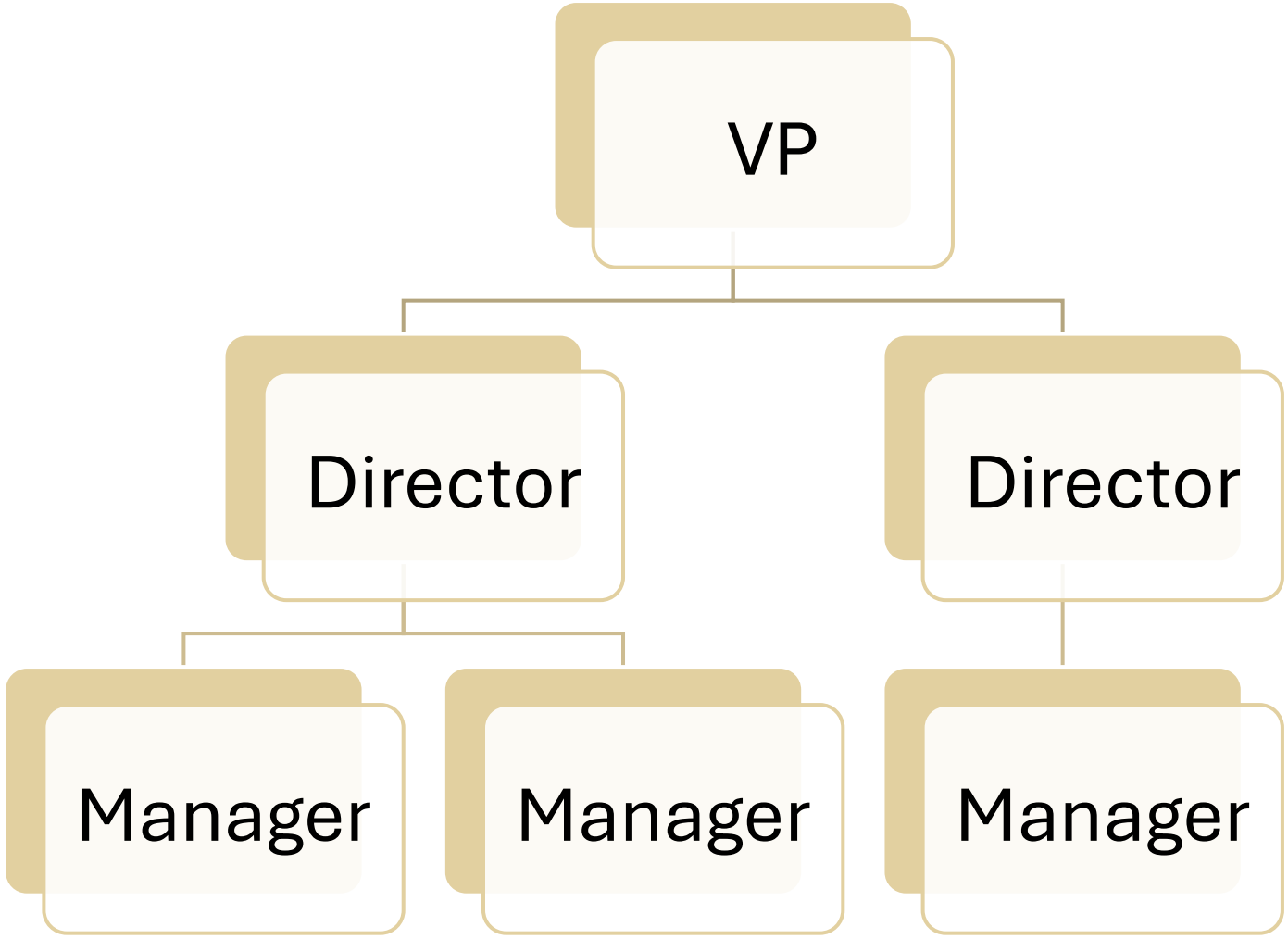
What constitutes Leading & Following?

Followership

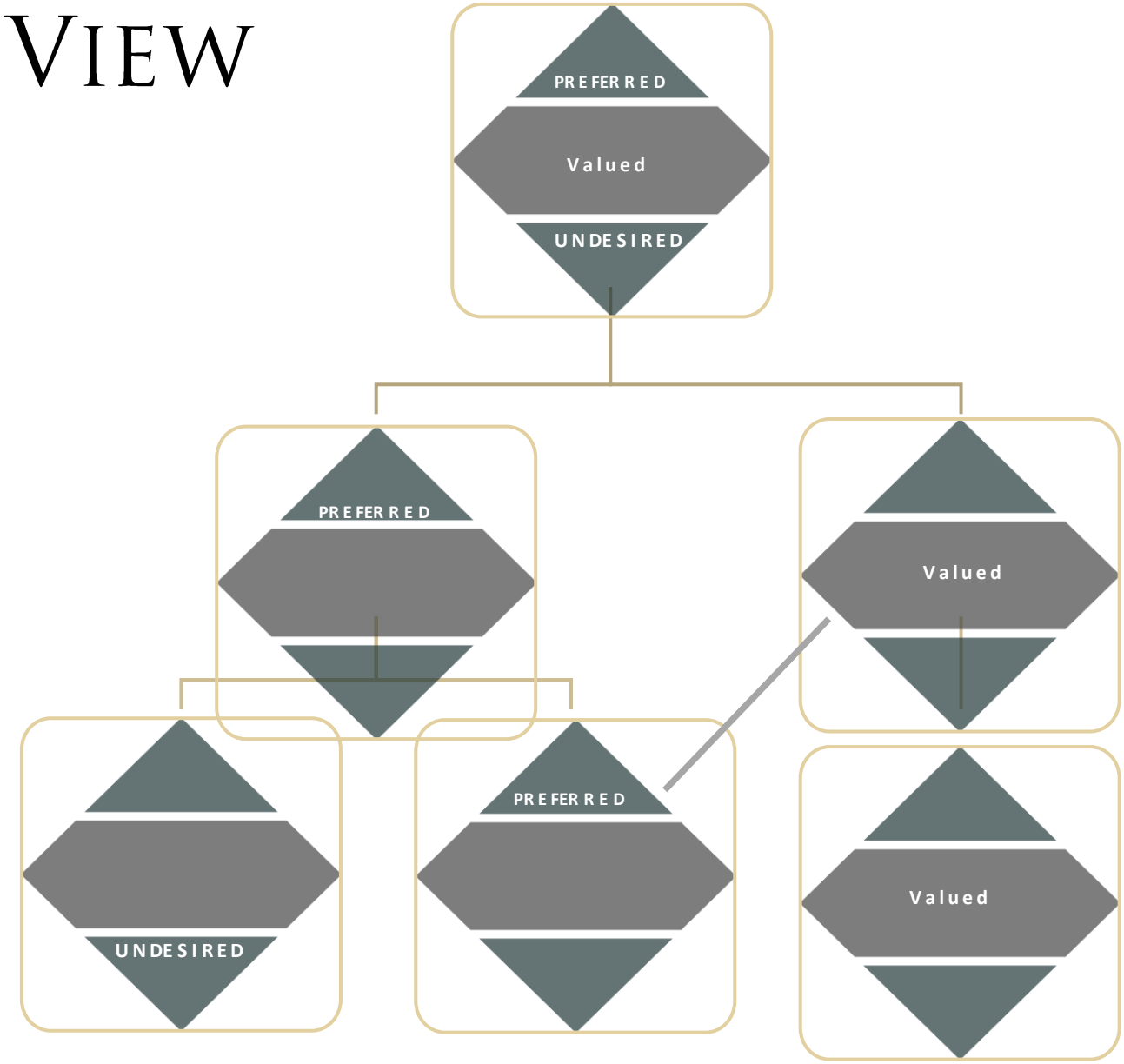


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Traditional Leader Follower Relationship



Contemporary Leader Follower View



Follower initiatives: Performance

- Doing the job
- Embracing change
- Self as a resource
- Working with others

Follower Initiatives Relationships

- Identifying with the leader
- Building trust
- Negotiating differences
- Courageous communications

MOTIVATIONS FOR EFFECTIVE FOLLOWERS

- As a primary role, they take satisfaction from serving as team members.
- In a particular context, even though they are leaders (have authority) in other situations, they see following as legitimate, valuable, and desirable.
- Followership is viewed as a means to gain confidence of peers and superiors.

4 I's of Transformational Followership

Idealized Influence:

- Others are influenced by you because they respect you.

Inspirational Motivation:

- Belief the future is worth the effort.

Intellectual Stimulation:

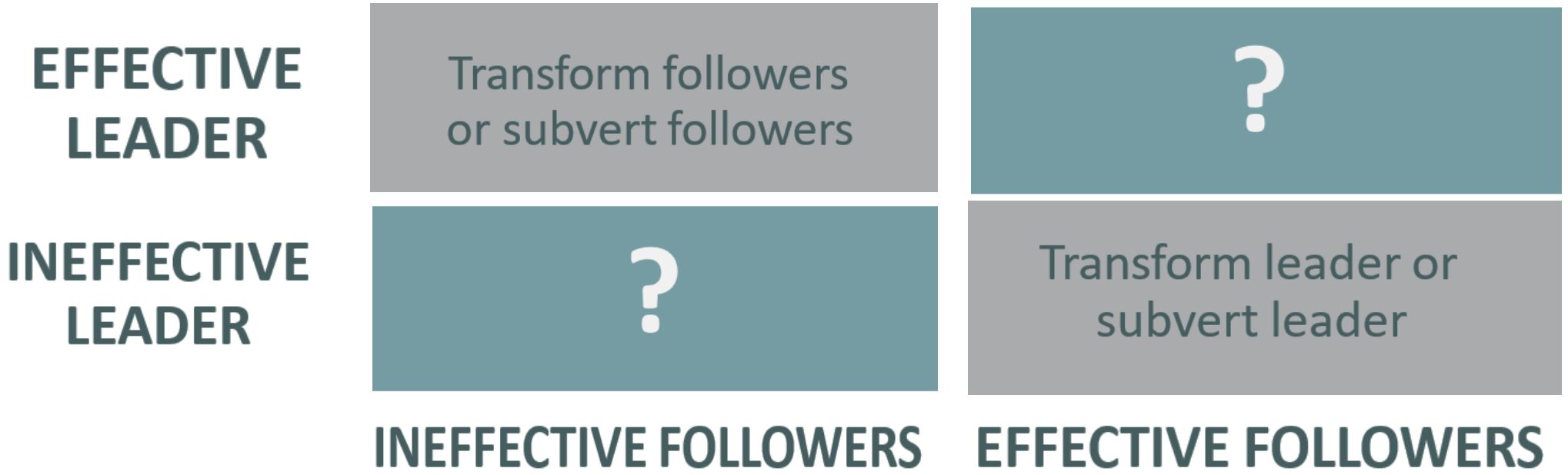
- Expected to think, not just comply.

Individualized Consideration:

- Professionals are grown, not used.

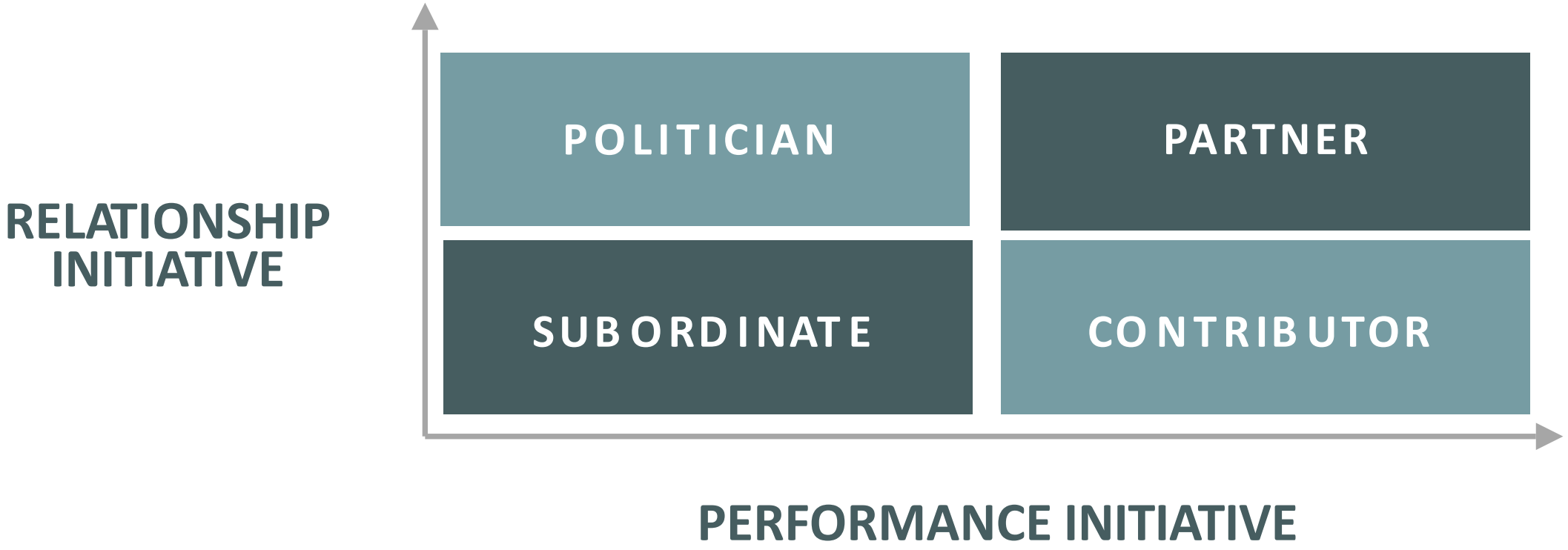
FOLLOWER-LEADER INTERACTIONS

What is likely to occur when effective or ineffective followers interact with effective or ineffective leaders.



FOUR FOLLOWER-LEADER STYLES

Based on the strength of performance and relationship behaviors



If “Partners” are the Desired Individuals within Organizations, how can they be Developed?

- Redefine followership and leadership
- Model, teach, and reward partnerships
- Hire potential partners
- Assess and provide feedback to leaders for their ability to foster partnerships
- Take the pain out of taking the initiative
- Design structures within organizations that encourage partnerships
- Build value of partnership into the fabric of organizational culture



LEADERSHIP LENS 4

The Angle

Leading by Deciding



LEADERSHIP LENS 4

The Angle

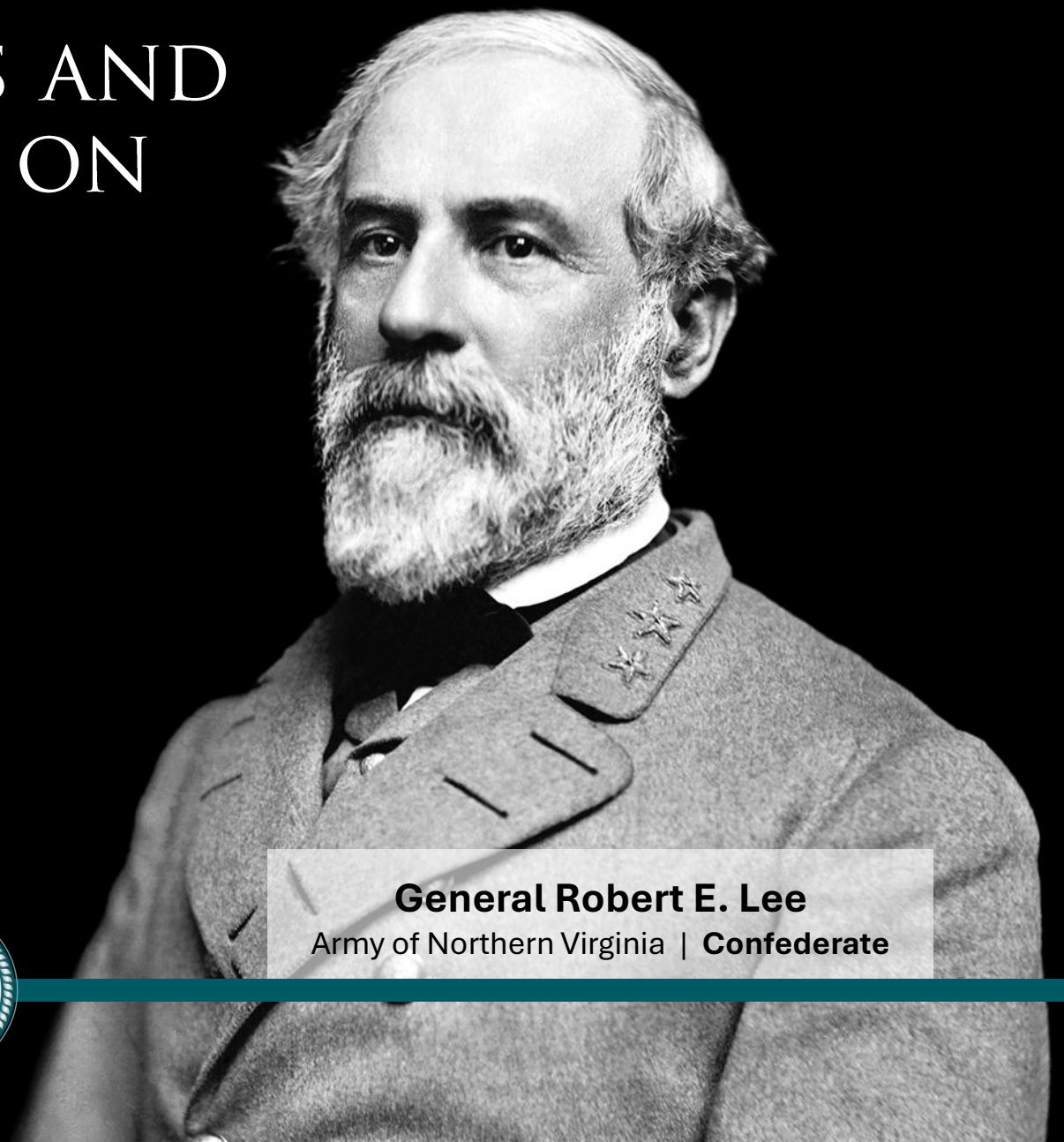
Leading by Deciding

REFLECTION QUESTION

What makes decision-making hard?

What are the Variables and Pressures Lee is Facing on the Morning of Day 3?

- 8-0-1 hazards of success
- New people in critical positions
- Re-organization
- Gave up the "home court" advantage
- Loss of trusted senior officers
- System failure - information system



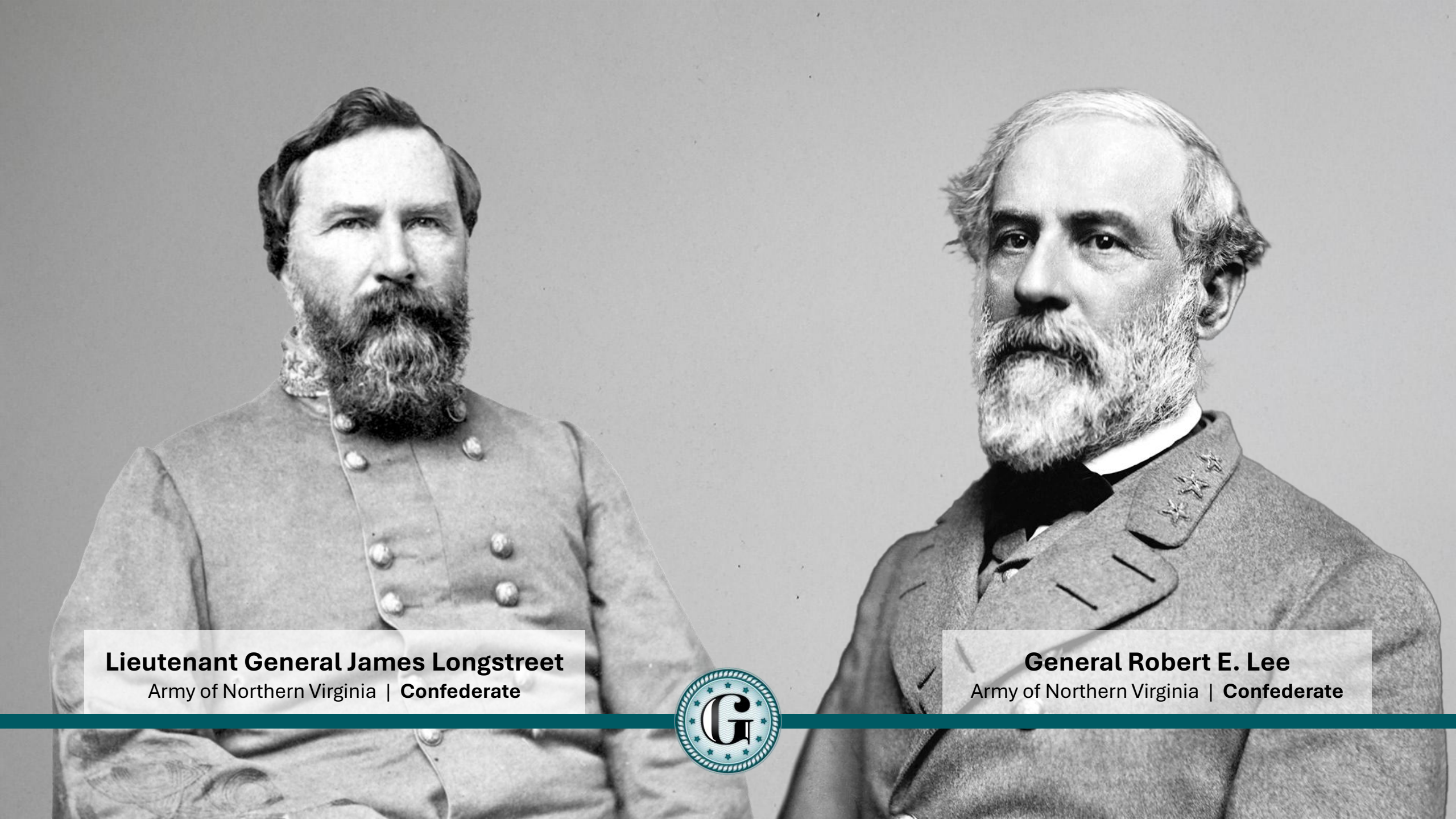
General Robert E. Lee
Army of Northern Virginia | **Confederate**


Do you have a process for important decisions?

Making Decision in the face of Uncertainty

Hidden Factors in Our Decision-Making

- Personal Interests
- Cognitive Biases
- Assumptions

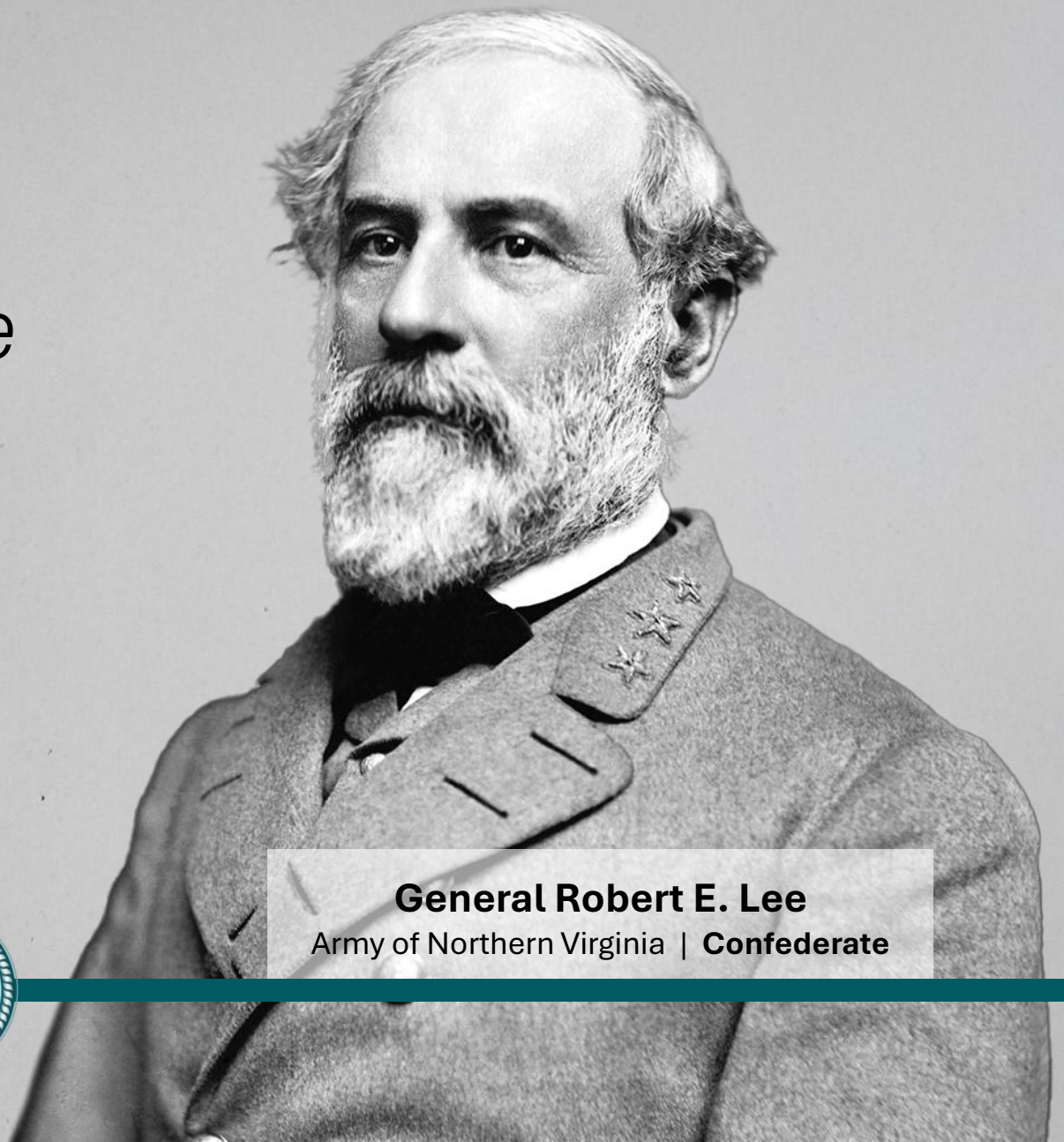


Lieutenant General James Longstreet
Army of Northern Virginia | **Confederate**

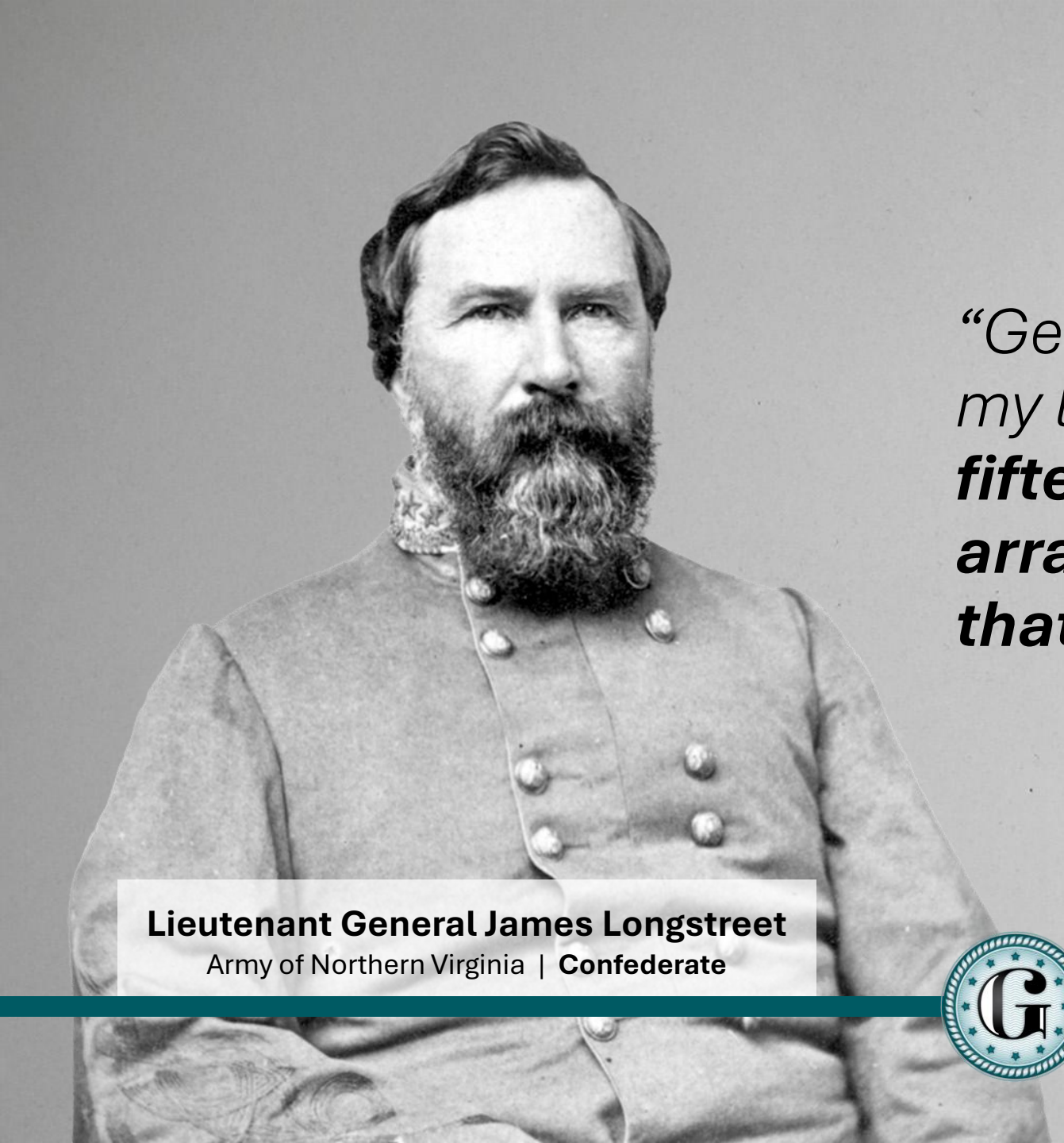
General Robert E. Lee
Army of Northern Virginia | **Confederate**

Lee & Longstreet Video

“I want you to bring your corps forward. Take those heights in the center and split the Federal line.”

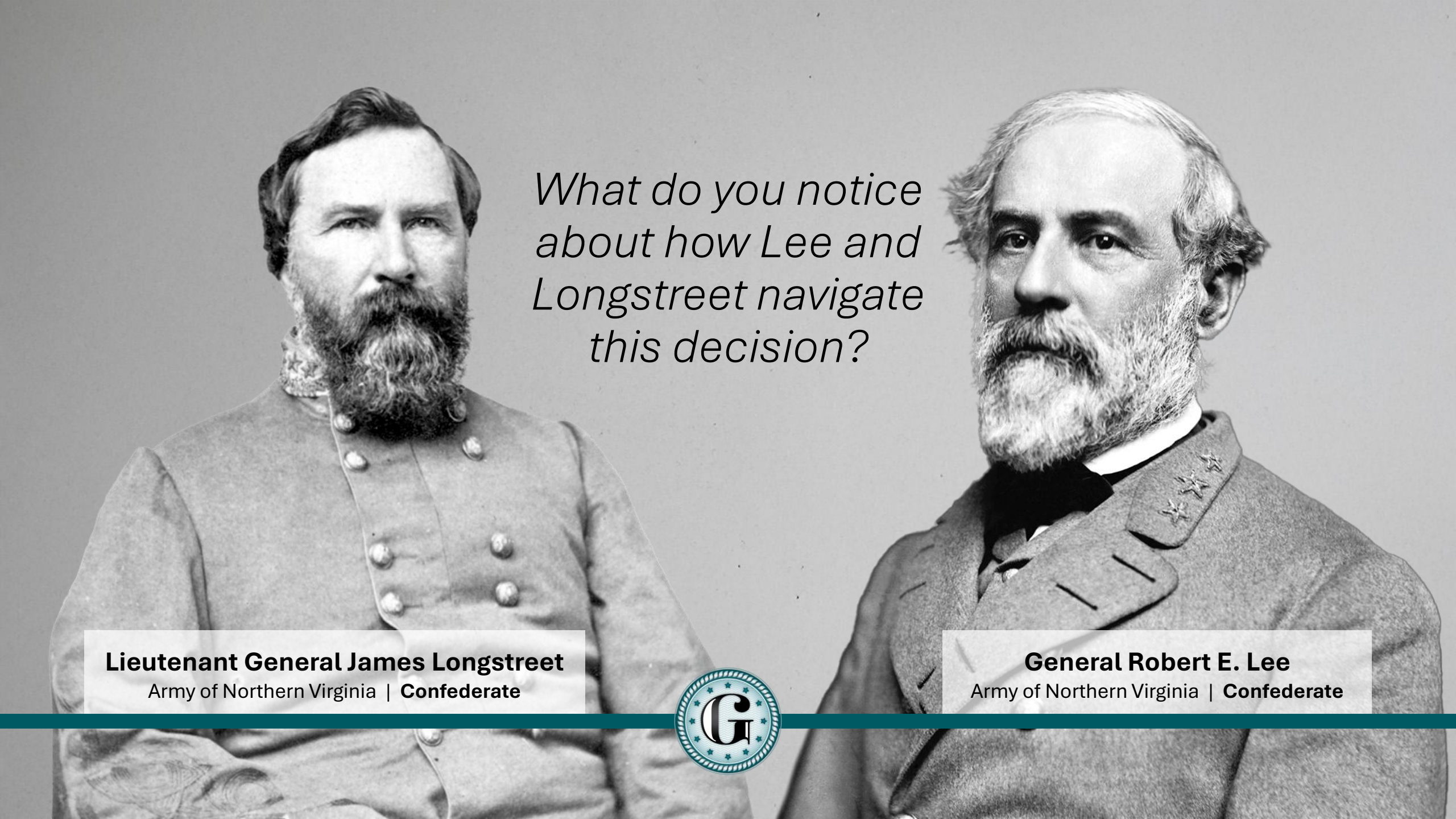


General Robert E. Lee
Army of Northern Virginia | **Confederate**



Lieutenant General James Longstreet
Army of Northern Virginia | **Confederate**

“General, I have been a soldier all my life… ***It is my opinion that no fifteen thousand men ever arranged for battle can take that position.”***



What do you notice about how Lee and Longstreet navigate this decision?

Lieutenant General James Longstreet
Army of Northern Virginia | **Confederate**

General Robert E. Lee
Army of Northern Virginia | **Confederate**

Productive Disagreement:
Inquiry vs Advocacy

- Listen
- Test Assumptions
- Project a Future
- Seek to Understand
- Ask Questions
- Build on Common Ground
- Explore Other's Positions
- Identify Underlying Interests



LEADERSHIP LENS 4

The Angle

Leading by Deciding