

GETTYSBURG

LEADERSHIP EXPERIENCE

Pursuit, Retreat, & Resilience

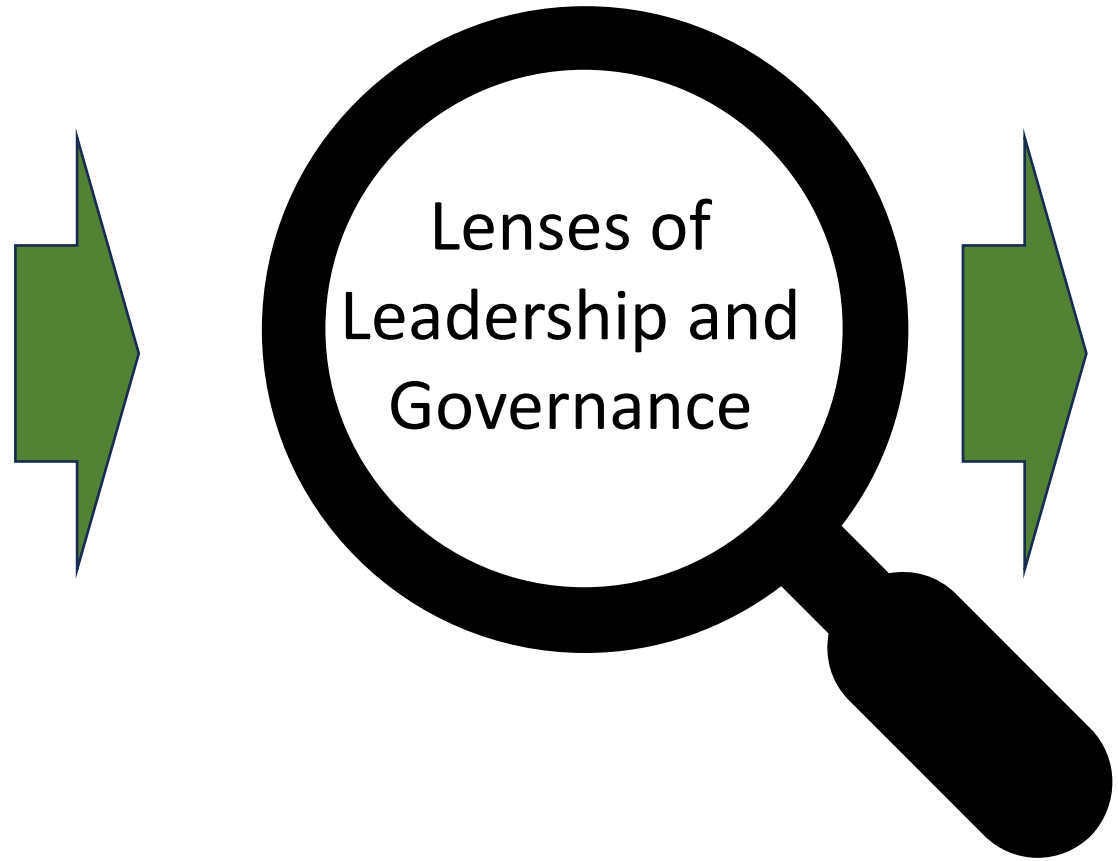
POWERED BY FCCS

GETTYSBURG

LEADERSHIP EXPERIENCE

PROGRAM APPROACH

History



Applications



DESIGN ELEMENTS OF MODULES

- Competencies (behaviors) associated with the exercise of leadership and governance
- Selected videos to convey historical information
- Trips to the Gettysburg National Military Park, Soldiers National Cemetery, and retreat route
- Reflections and conversations for application

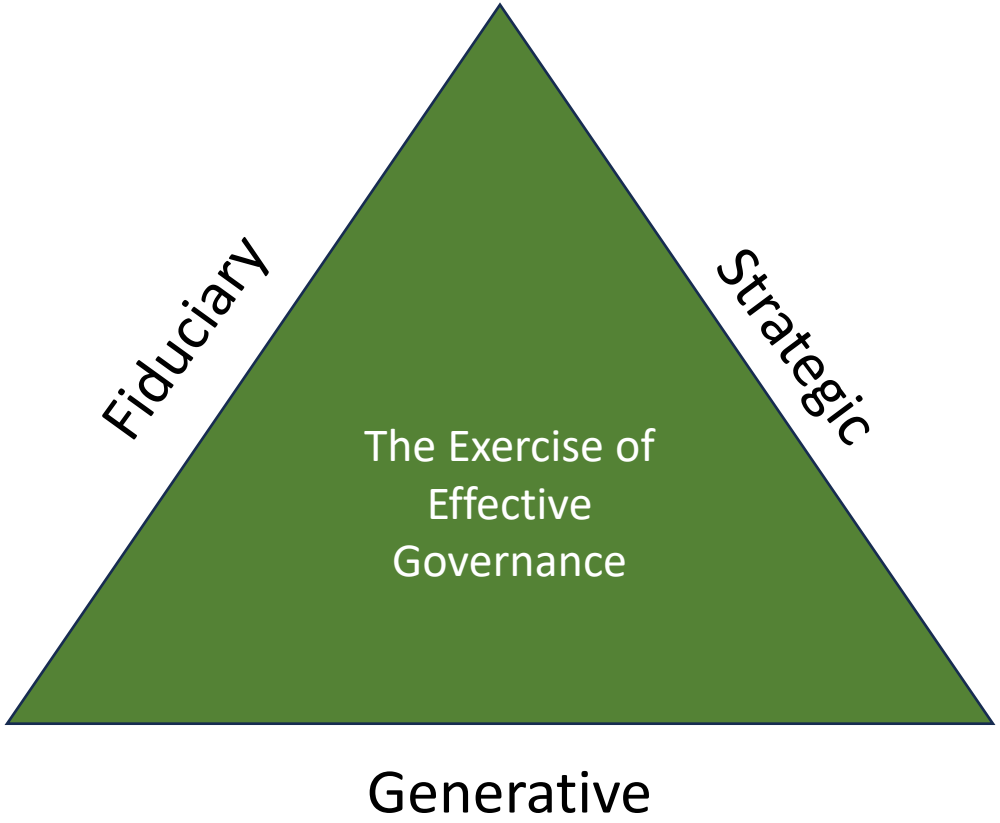
YOUR STAY AND PROGRAM LOGISTICS

- ★ Journal booklet/diary & maps
- ★ CPE
- ★ Egress
- ★ Restrooms
- ★ WiFi
- ★ Meals & breaks



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

A Framework to Consider Governance

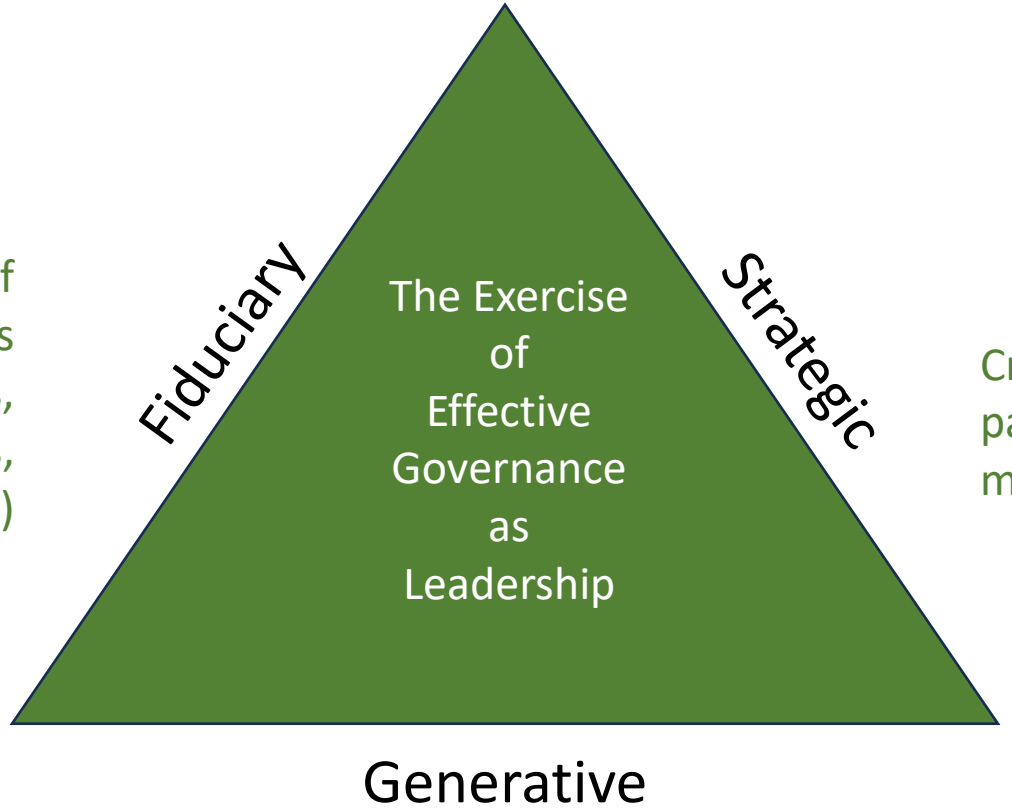


Source: Governance as Leadership.
William Ryan. July 2015.
Harvard Graduate School of Education - Institute For Educational Management

The Framework With Competencies

Source: Governance as Leadership. William Ryan. July 2015. Harvard Graduate School of Education - Institute For Educational Management

The stewardship of tangible assets (finance, investments, properties, technologies, etc.)

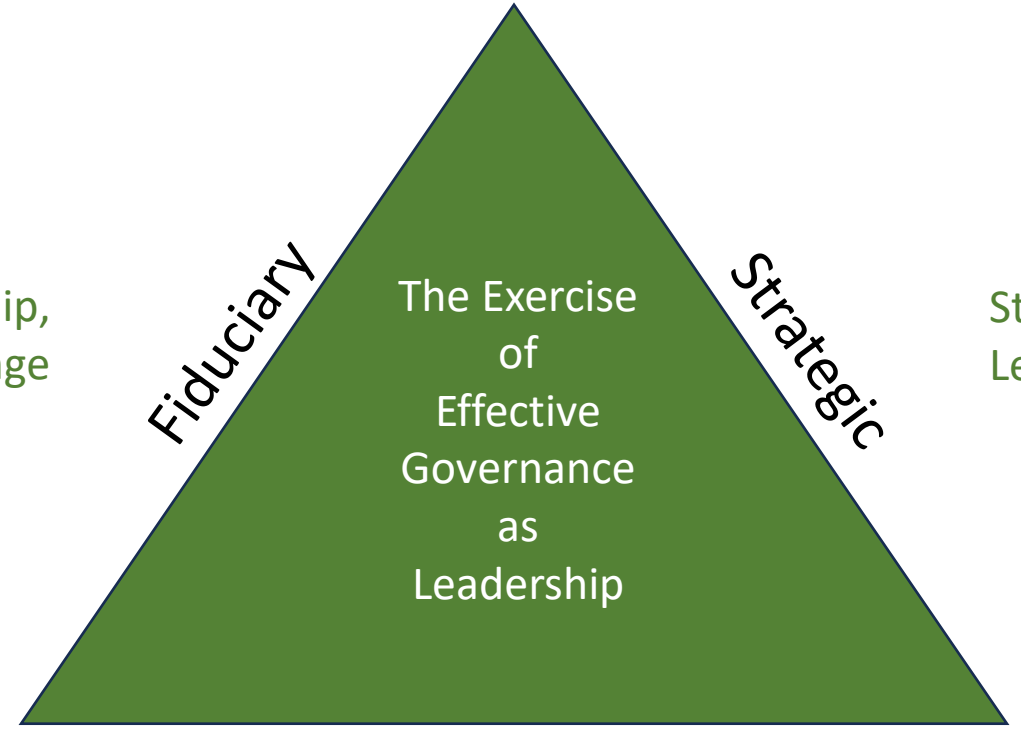


Creating a strategic partnership with management

Where boards provide a critical but less recognized source of leadership…. that of “sense making”. Where is the organization at, and where should the organization go?

The Framework of Exercising Governance
Crosswalk of Competencies: Pursuit, Retreat, & Resilience Program Experience

Resilient Leadership,
Leadership Through Change



Strategic Judgment,
Leadership Through Change

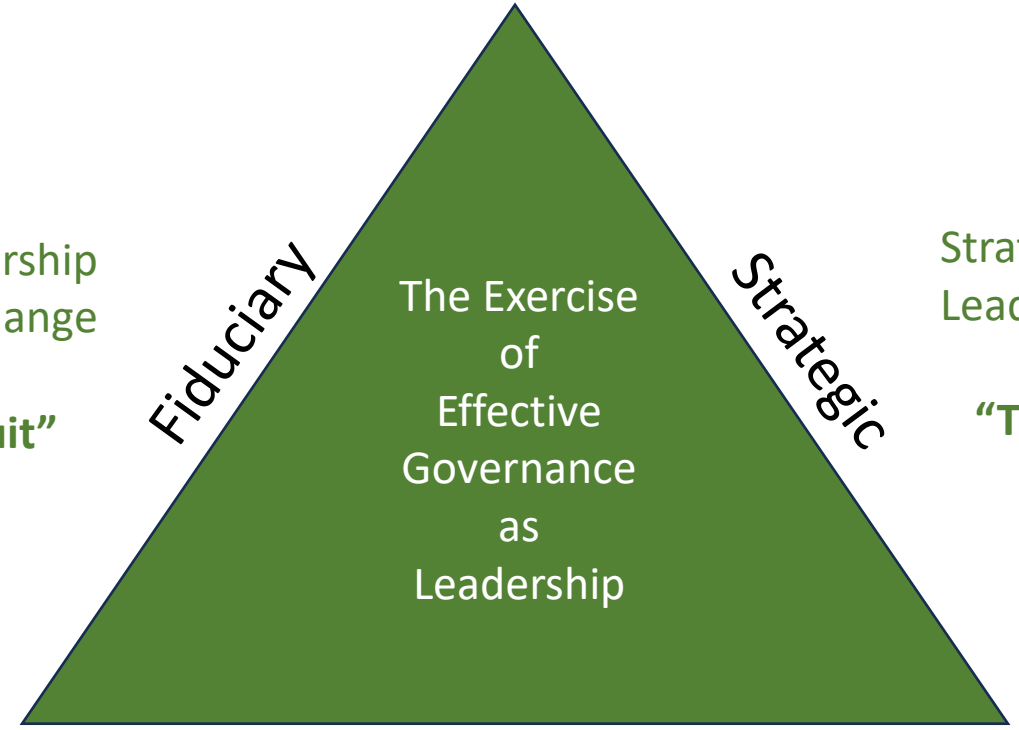
Adaptive Governance, Stewardship Mindset,
Humility & Resolve, Board Reflection,
Leadership & Succession

Source of Competencies
FCCS Consulting, 2026

A Framework of Exercising Governance
"Modules: Pursuit, Retreat, & Resilience Program Experience"

Resilient Leadership
Leadership Through Change

"The Retreat and Pursuit"

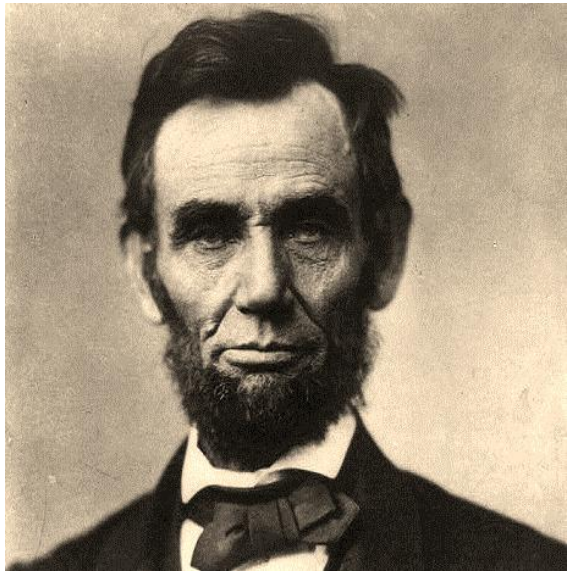


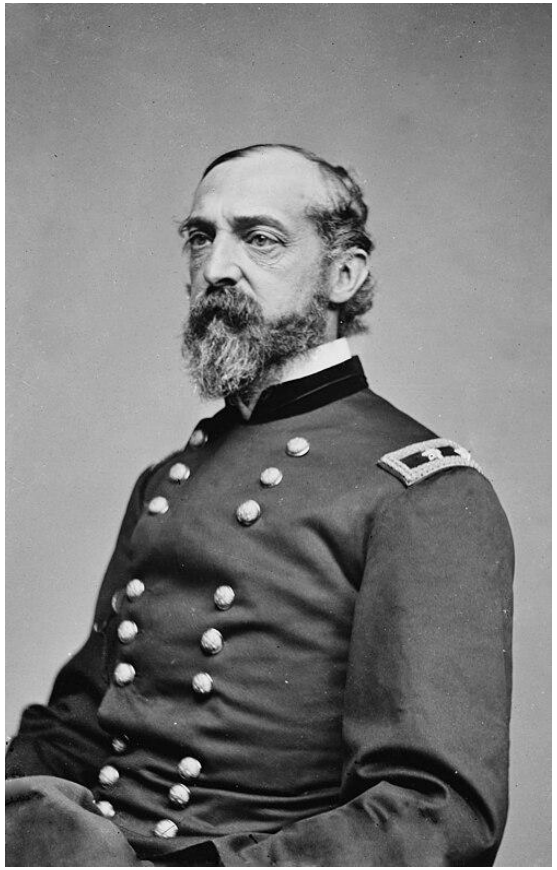
Strategic Judgment
Leadership Through Change

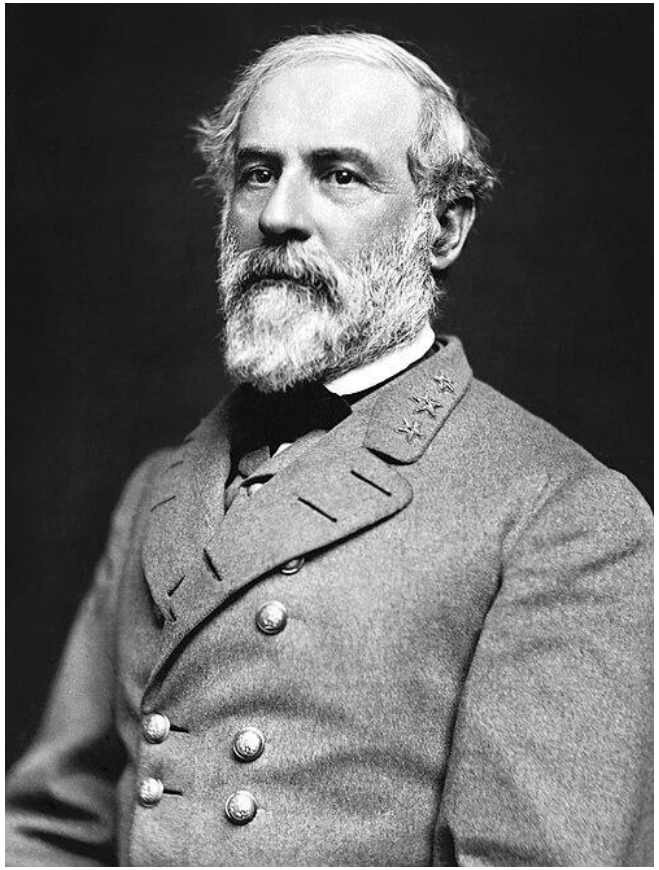
"The Retreat and Pursuit"

"The History of Remembering Gettysburg" and "Lincoln At Gettysburg"

Adaptive Governance, Stewardship Mindset
Humility & Resolve, Board Reflection
Leadership & Succession









Our Four Primary Protagonists

Whether we are
(or are not) a part of an
organizational structure
whereby by boards and/or
trustees have a
governance role,
all organizations are
influenced and impacted
by the fiduciary, strategic,
and generative behaviors
of those in authority
every day.



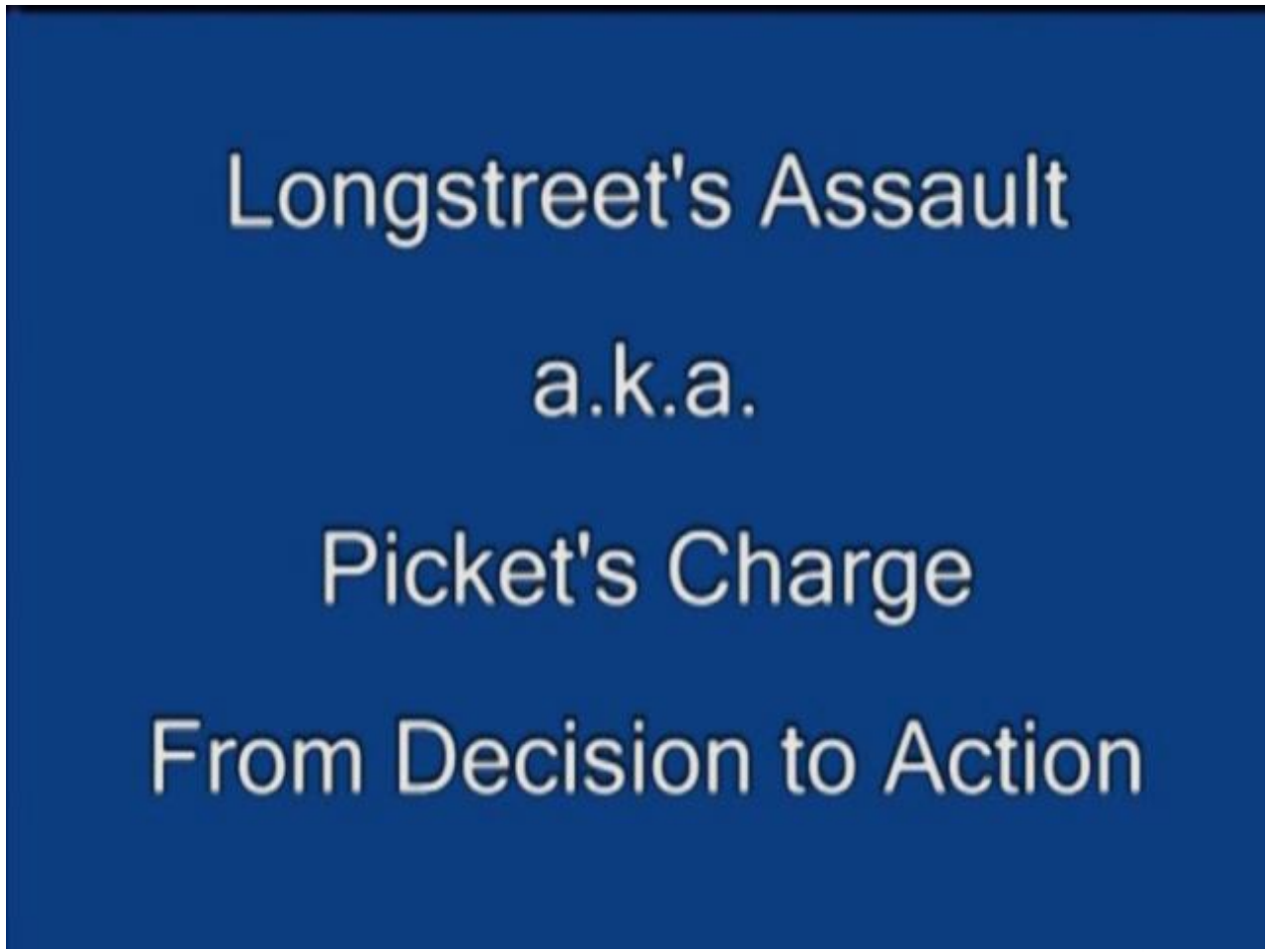




Program Schedule

Day/Time	Content	Activity
Tuesday Afternoon	Overview of Experience, Introductions, “Pickett’s Charge” Video	(Evening) Dinner at the Dobbins House Tavern
Wednesday Morning	The Retreat & Pursuit: The Fiduciary & Strategic Dimensions of Governance	Travel to Gettysburg National Military Park & Monterey Pass (Maryland)
Wednesday Afternoon	The History of Remembering Gettysburg - The Generative Dimension of Governance	Travel to Gettysburg National Military Park Dinner On Your Own
Thursday Morning	Lincoln at Gettysburg - The Generative Dimension of Governance Program Conclusion and Applications	Travel to Soldiers National Cemetery

PICKETT'S CHARGE EXTENDED VIDEO





The Retreat & Pursuit

Lenses:
Fiduciary & Strategic Behaviors of Governance



Fiduciary & Strategic Behaviors of Governance:

- **Resilient Leadership**
- **Leadership Through Change**
- **Strategic Change**

THE AFTERMATH VIDEO



The design of this module is to (first)offer some information and questions for reflection. A period of conversation and application will later occur (on the field).





Questions: Fiduciary & Strategic Behaviors of Governance:

- Did you ever retreat? Why? Were your organization (and you) able to recover? Did both Lee and Meade “read” changing conditions, evaluate their options, and determine when to pursue, pause, adapt, re-direct?
- What have been your challenges in leading change: Disruption, transition, and transformation?

Three Perspectives:

1. Carl Von Clausewitz
2. Dr. William Rosenbach
3. Dwight D. Eisenhower



When a battle is lost, the strength of the army is broken – its morale even more than its physical strength. A second battle without the help of new and more favorable factors would mean outright defeat, perhaps even absolute destruction. That is a military axiom. It is in the nature of things that a retreat should be continued until the balance of power is reestablished.

– Carl von Clausewitz
On War



ROSENBACH CONSTRUCT: CRISIS MANAGMENT

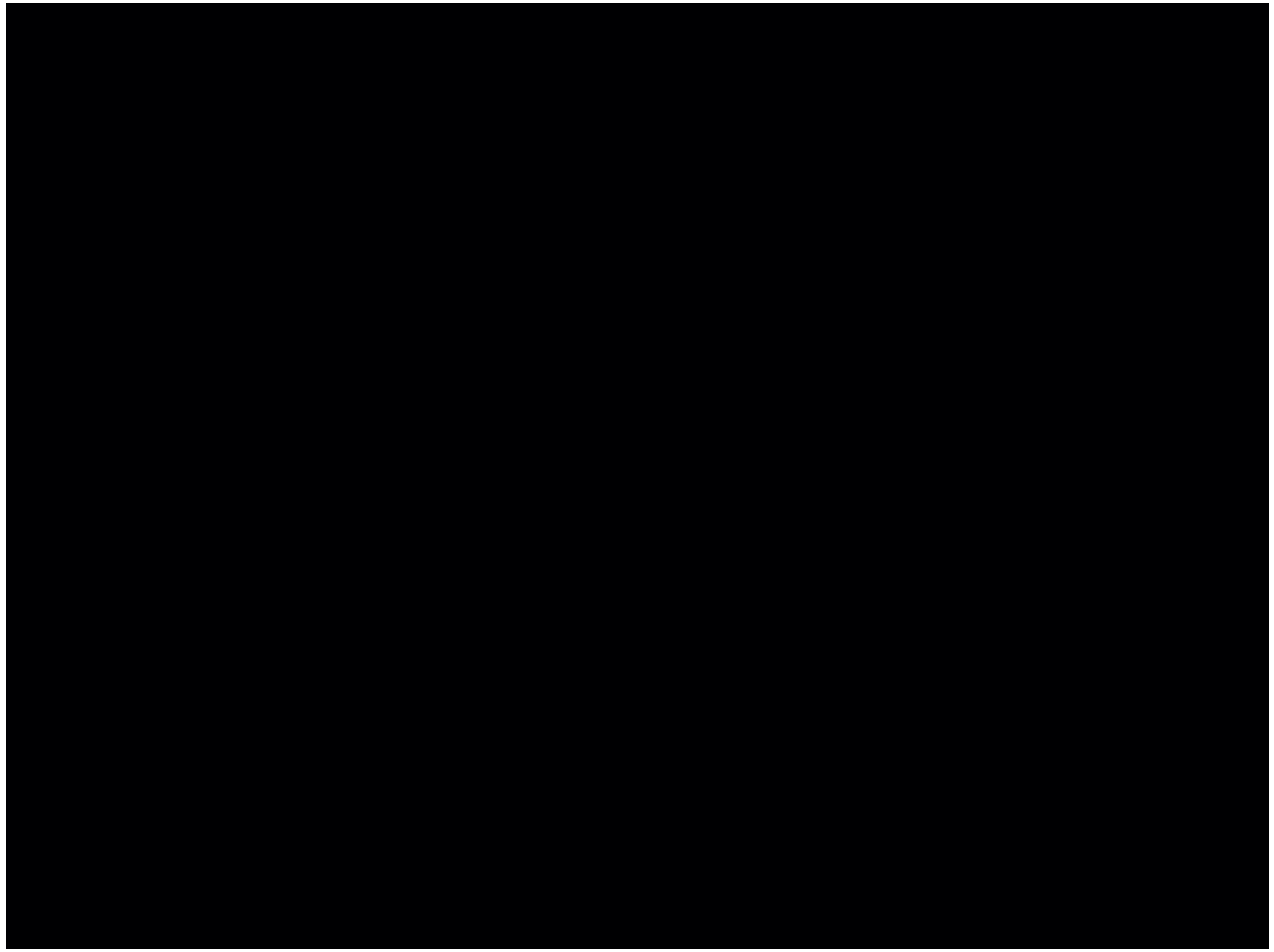


PEOPLE AND TIME

THE EISENHOWER DECISION MATRIX

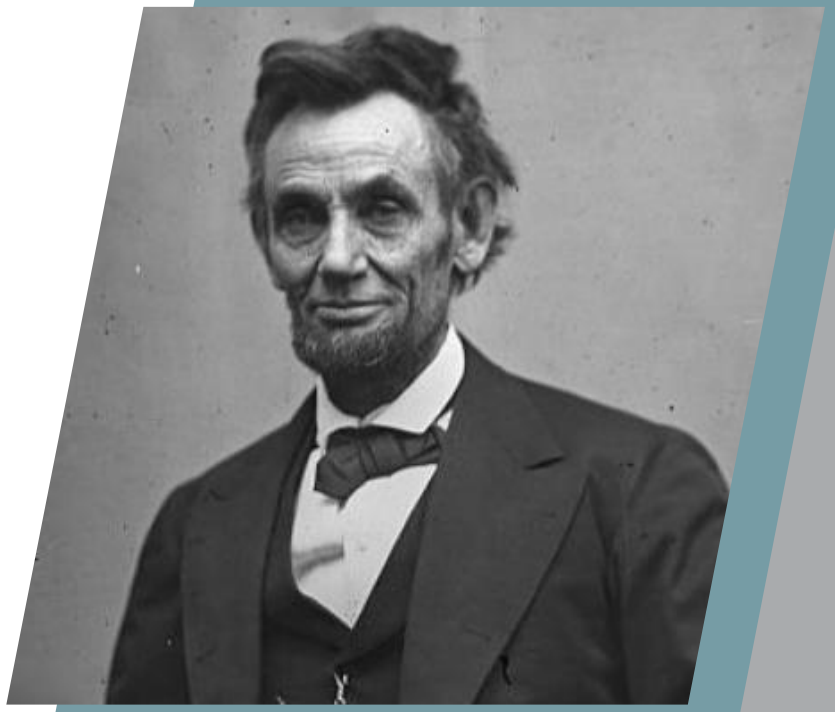
	Urgent	Not Urgent
Important	**Do** Do it now.	**Decide** Schedule a time to do it.
Not Important	**Delegate** Who can do it for you?	**Delete** Eliminate it.

RETREAT & PURSUIT VIDEO



LINCOLN'S LETTER TO GEN MEADE

Again, my dear general, I do not believe you appreciate the magnitude of the misfortune involved in Lee's escape. He was within your grasp, and to have closed upon him would, in connection with our other late successes, have ended the war. As it is the war will be prolonged indefinitely. If you could not safely attacked Lee last Monday, how can you possibly do so South of the river, when you can take with you very few more than two thirds of the force you then had in hand? It would be unreasonable to expect, and I do not expect you can now effect much. Your golden opportunity is gone, and I am distressed immeasurably because of it.



Being impulsive can be harmful and counter-productive. Is this a challenge to you?



CLAUSEWITZ & CONTEMPORARY RETREATS

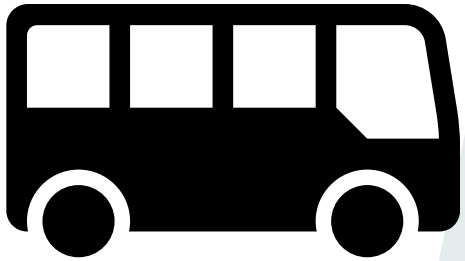
- ★ Develop a plan
- ★ Take responsibility – be seen and heard
- ★ Sweat the small stuff – micromanage
- ★ Know where you are going – what is the desired outcome?

ANNIE DUKE



"What makes a decision great is not that it has a great outcome. A great decision is the result of a good process…"

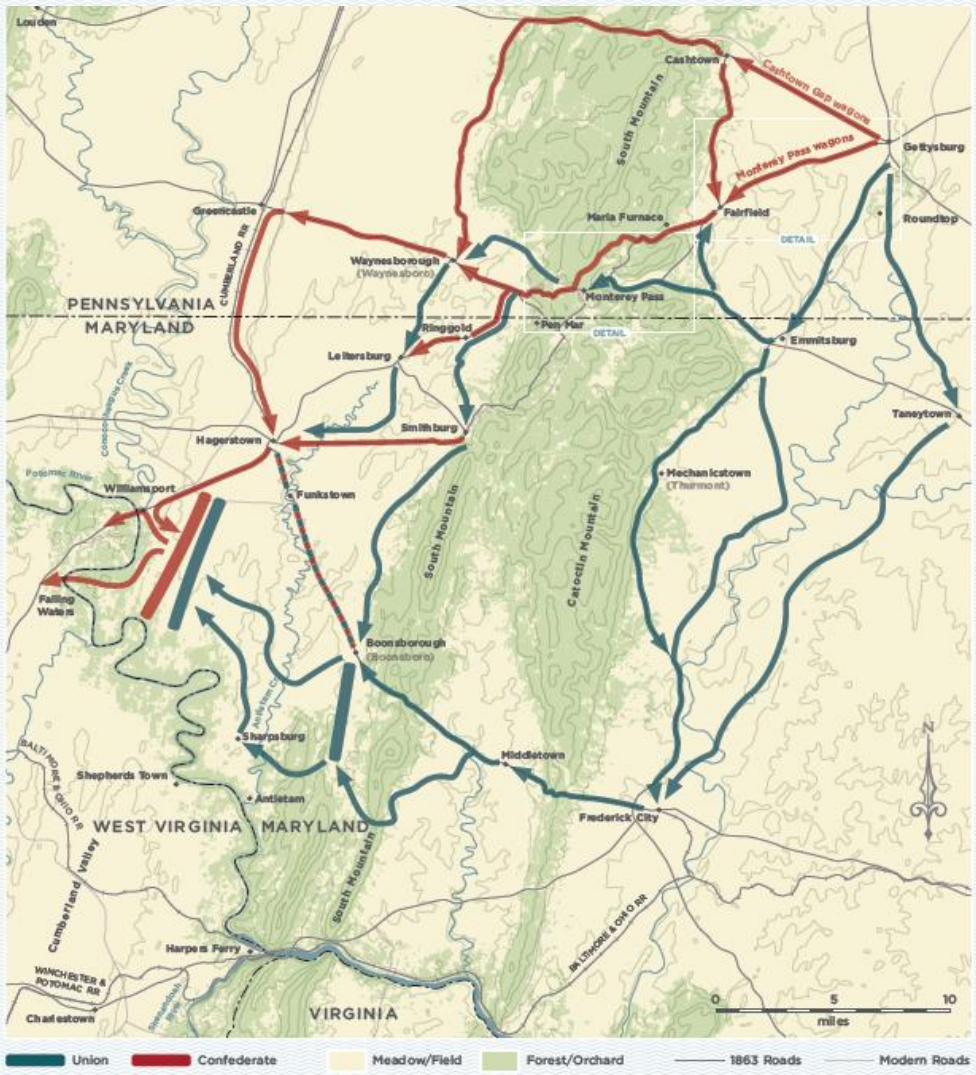
Thinking in Bets: Making Smarter Decisions When You Don't Have all the Facts, Penguin Publishing Group, May 2019

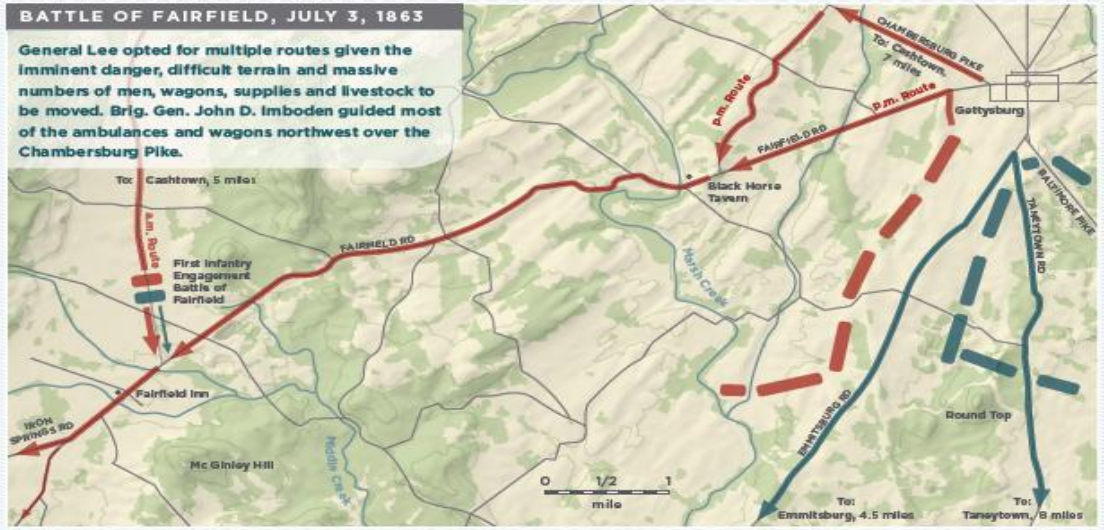


BUS TRIP METAPHOR

- Physical and emotional distress in time of real crisis
- Return to basics – outcome of effective preparation, including training
- Tenacity and discipline

THE RETREAT & PURSUIT, JULY 3-5, 1863









The History of Remembering Gettysburg

Lenses:
Generative Behaviors of Governance



Generative Behaviors of Governance:

- **Adaptive Governance**
- **Stewardship Mindset**



Questions: Generative (Sensemaking) Behaviors of Governance:

- Following a significant event, particularly something that resulted in challenges or losses, is it important to preserve this history (Institutional Memory)? Why? How?
- How well is your organization performing succession planning? Onboarding new staff/employees?



Group Activity

In your journal, describe an event in the history of your organization that you feel is its most significant event ever. Could have been 50 years ago, may have been last year. (5 minutes)

Then, in your group discuss the following:
Today, is this history recorded? Is it shared? To the Board? The public? To the staff? If so, how is this done? If not, why not? Provide a grade of 1-10 how well your Board/organization has accomplished this.



The Challenge For Boards Regarding Memory

Institutional memory is the accumulated history of the board…the organization.

Boards are structurally fragile. They are built to change hands….frequently.

New boards often re-open questions the last board settled.

(Source: Governance Concepts, Minute Smith)



“Why Boards Lose It”

Members who remember why decisions are made do not remain(in governance) forever.

The record that often survives is the what, not the why.

Knowledge becomes a single point of failure when people leave.

“When disputes or significant issues arise, a board that cannot produce the record of what it decided, and why, is at real risk”.

(Source: Governance Concepts, Minute Smith)

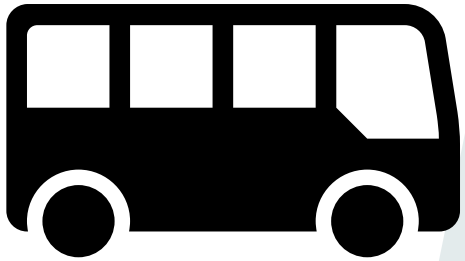


"If we do not know where we have been, then how are we supposed to ever know where we are going to go"?

Ken Burns

"It is hard for an organization to outperform its Board"

Richard Chait



BUS TRIP METAPHOR

During your visit to the Gettysburg National Military Park, think about how the history of an event may change over a period of time, based upon what you see, what you hear, what you feel – then vs. now.

How does this relate to your own Board? Your own organization? Your customers, members, public?

How do you handle disappointment? How do you assist others when they are confronted with misfortune and setbacks?





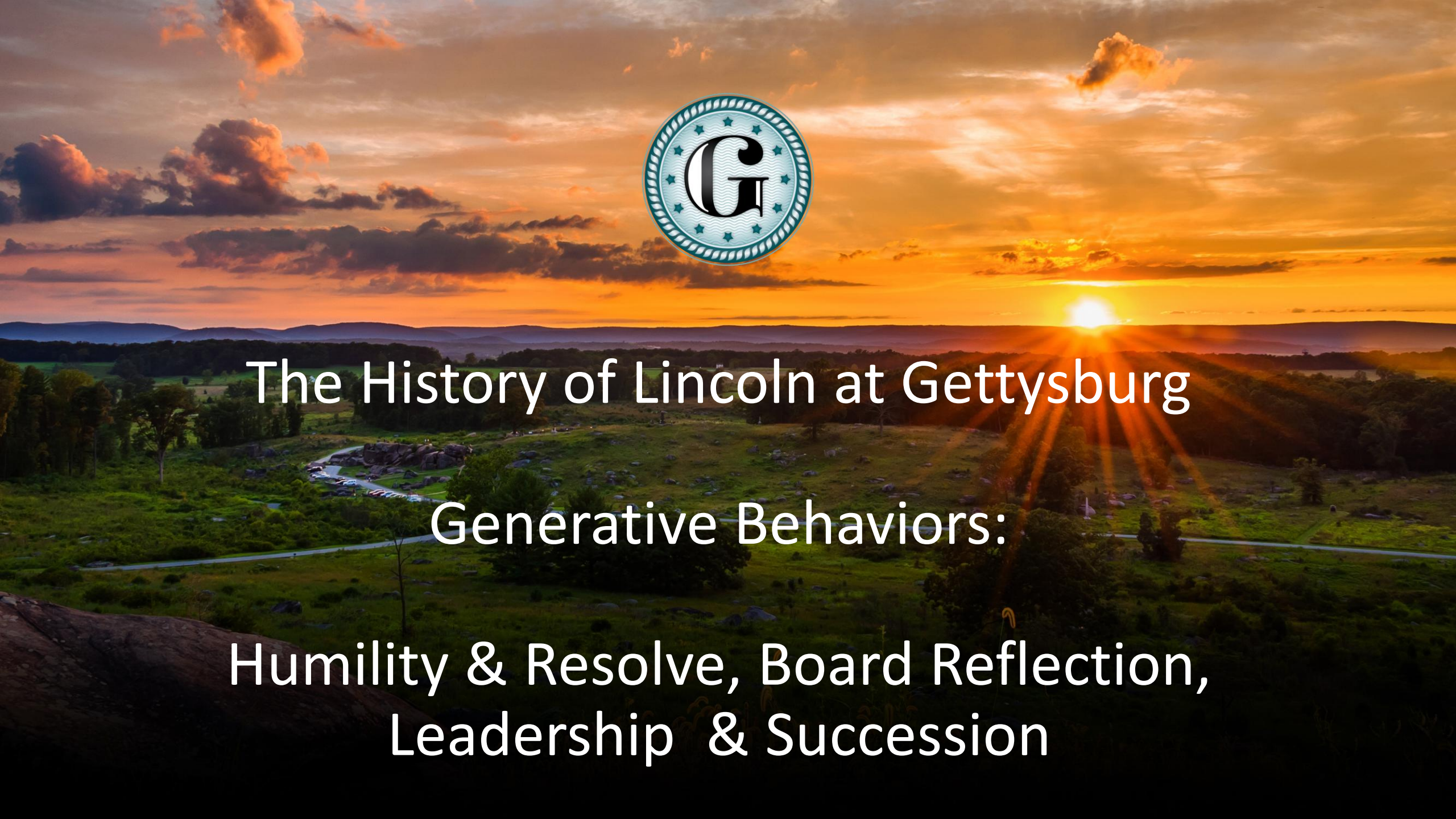
GETTYSBURG

LEADERSHIP EXPERIENCE

POWERED BY FCCS



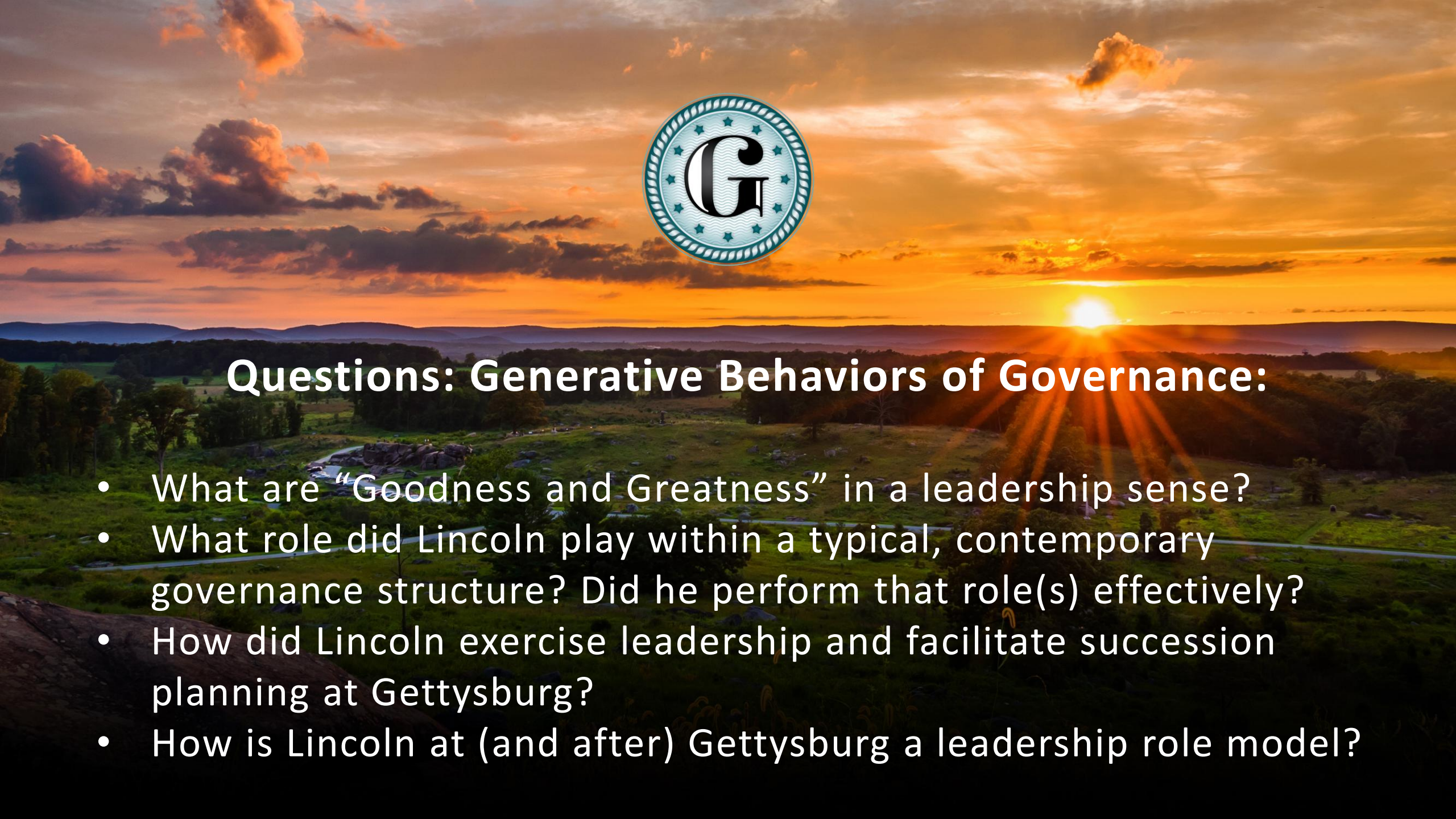
The History of Lincoln at Gettysburg



The History of Lincoln at Gettysburg

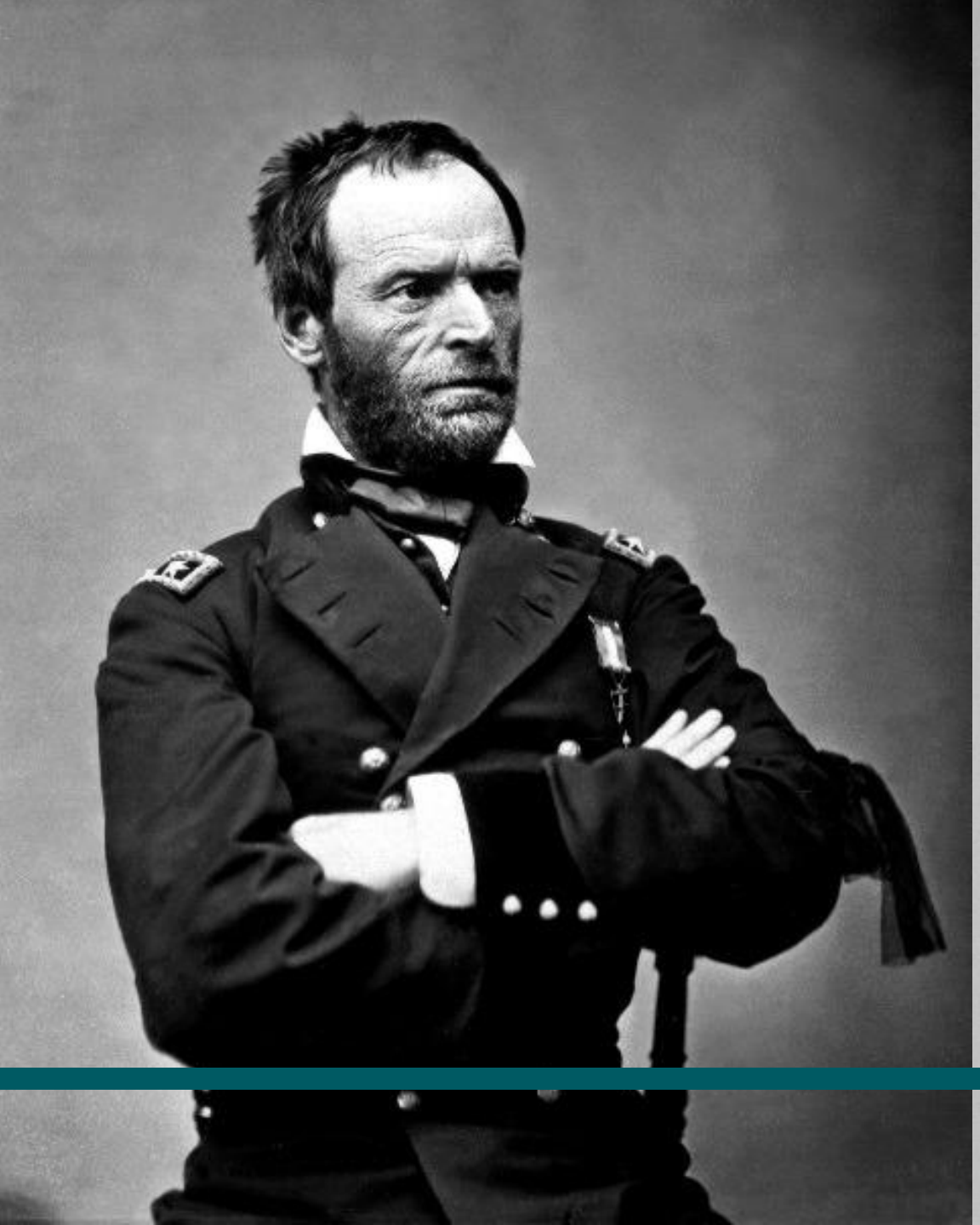
Generative Behaviors:

Humility & Resolve, Board Reflection, Leadership & Succession



Questions: Generative Behaviors of Governance:

- What are “Goodness and Greatness” in a leadership sense?
- What role did Lincoln play within a typical, contemporary governance structure? Did he perform that role(s) effectively?
- How did Lincoln exercise leadership and facilitate succession planning at Gettysburg?
- How is Lincoln at (and after) Gettysburg a leadership role model?

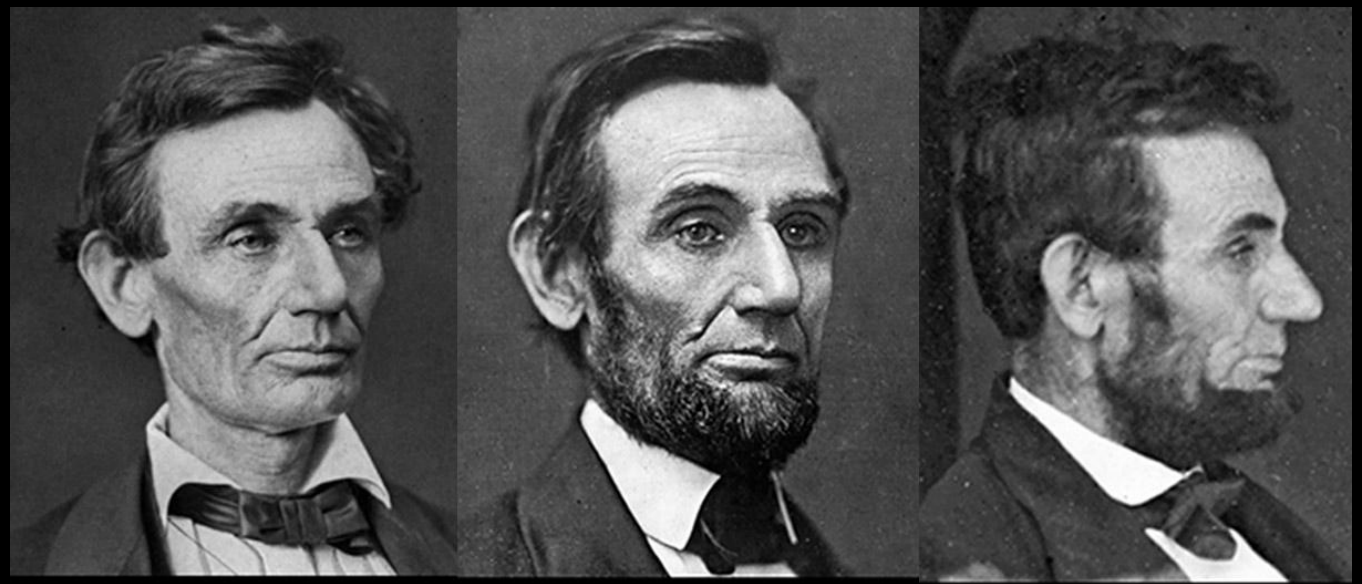


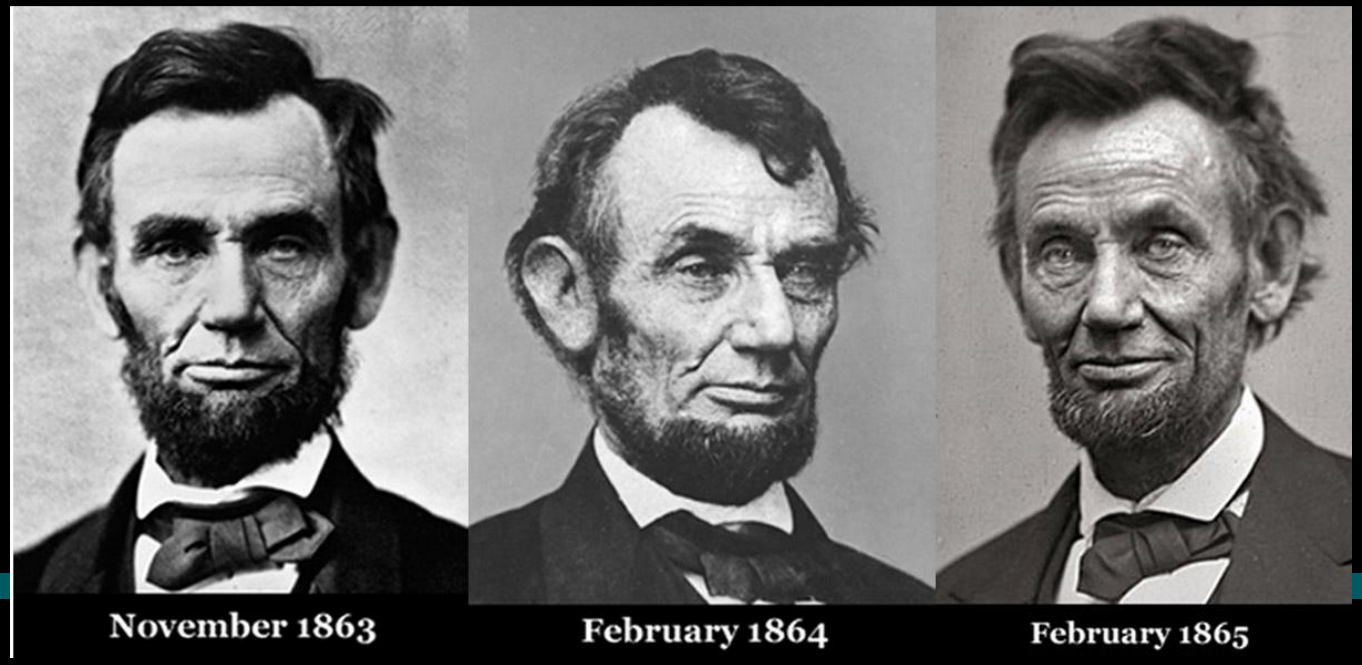
“Of all the men I ever met, he seemed to possess more of the elements of greatness, combined with goodness, than any other.”

General William Tecumseh Sherman
Union

Leading like Lincoln

Goodness	Greatness
A purpose that is noble and benefits others	The ability to inspire others towards that purpose
People are treated as having inherent worth	Not afraid to change people if necessary
Humble enough to actively solicit input from all sources	Confident enough to push back and to stay the course when necessary
Understand the values that cannot be compromised	Have the political savvy to navigate reality to realize those values


June 1860
January 1861
October 1862


November 1863
February 1864
February 1865

Lincoln’s Leadership

1. Know your Purpose and be intensely devoted to it
   - (Physical and Principled Preservation)
2. Manage Subordinates towards that purpose
3. Assemble talent around you
4. Manage change and adapt
5. Cultivate Practical Wisdom

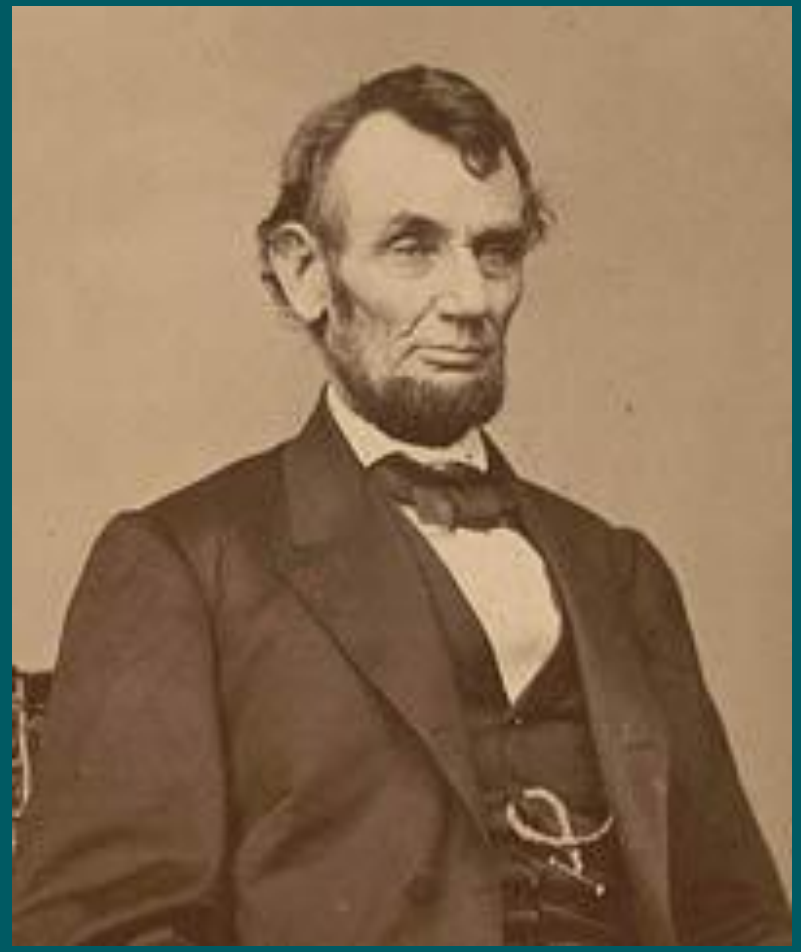
“Lincoln’s particular genius, the particular activity for which he was fit, was the ability to see the whole clearly and, more importantly, to manage people around him in a sympathetic, compassionate, yet realistic way, to move them in the direction that he believed was necessary.”

- Craig L. Symonds

Lincoln’s Purpose

“The war continues. In considering the policy to be adopted for suppressing the insurrection, I have been anxious and careful that the inevitable conflict for this purpose shall not degenerate into a violent and remorseless revolutionary struggle. I have, therefore, in every case, thought it proper to keep the integrity of the Union prominent as the primary object of the contest on our part…”

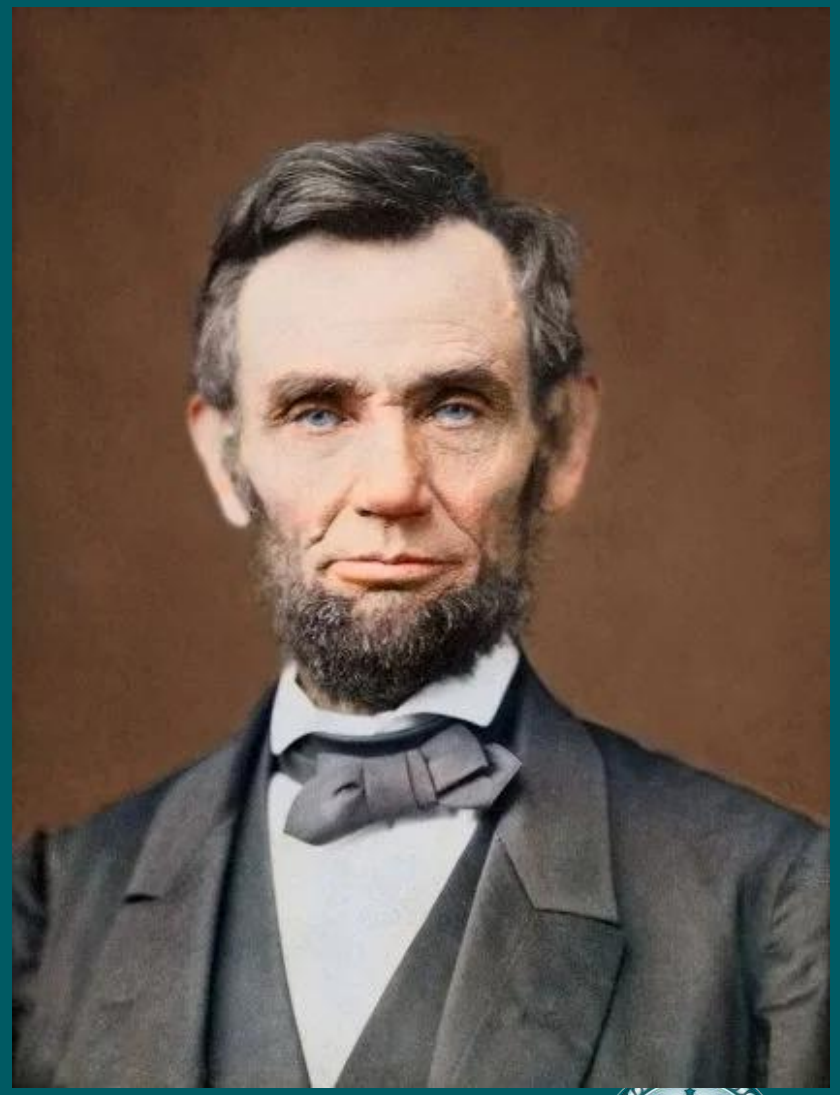
- Lincoln’s First State of the Union Address, December 3 1861



Lincoln’s Purpose

“The dogmas of the quiet past, are inadequate to the stormy present. The occasion is piled high with difficulty, and we must rise with the occasion. As our case is new, so we must think anew, and act anew. We must disenthrall our selves, and then we shall save our country.”

- Lincoln’s Second “State of the Union” Address, December 1862



Lincoln’s Purpose

“…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.”

- Gettysburg, PA-November 19, 1863

Address delivered at the dedication of the cemetery at Gettysburg.

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 dedi-

cate — 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.

Abraham Lincoln.

November 19, 1863.

Lincoln’s Final Copy

“Address delivered at the dedication of the cemetery at Gettysburg.

“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.

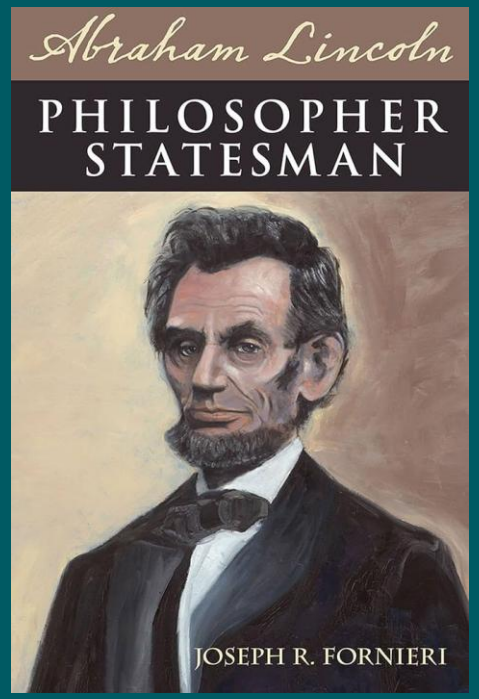
But, in a larger sense, we can not dedicate—we can not consecrate—we can not hallow—this ground. The brave men, living and dead, who struggled here, have consecrated it, far above our poor power to add or detract. The world will little note, nor long remember what we say here, but it can never forget 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.

Abraham Lincoln.

November 19. 1863.”

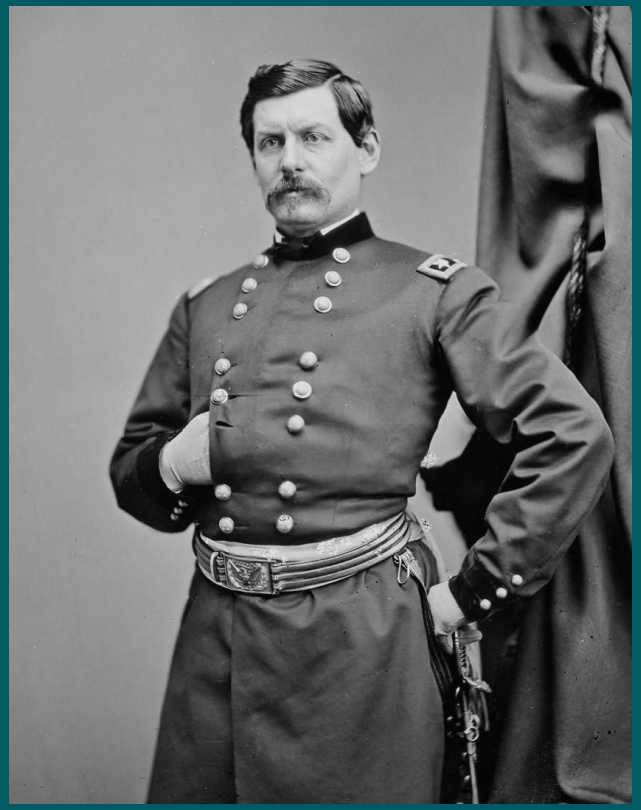
Increasing your Practical Wisdom

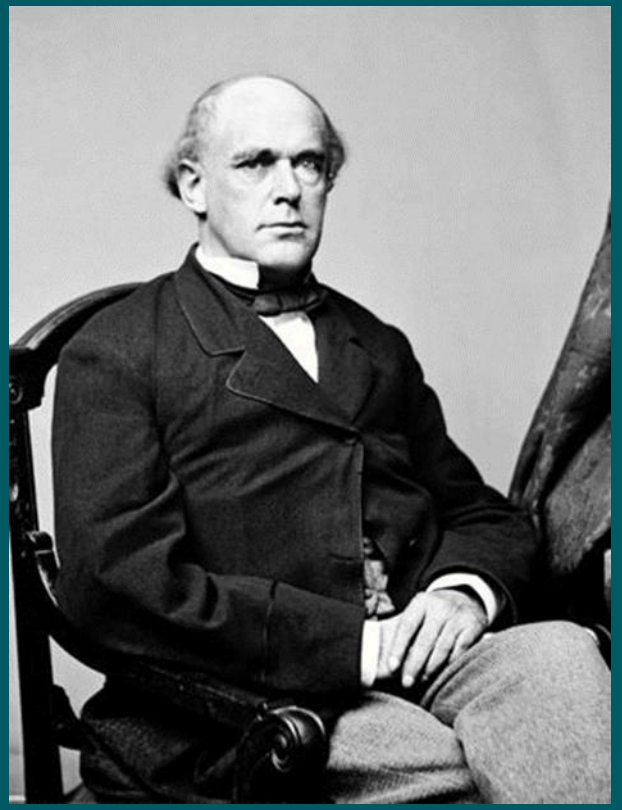
- “Honor” Experiences
- Process Experiences
- Connect Experiences
- Adopt Experiences
- Retain Experiences

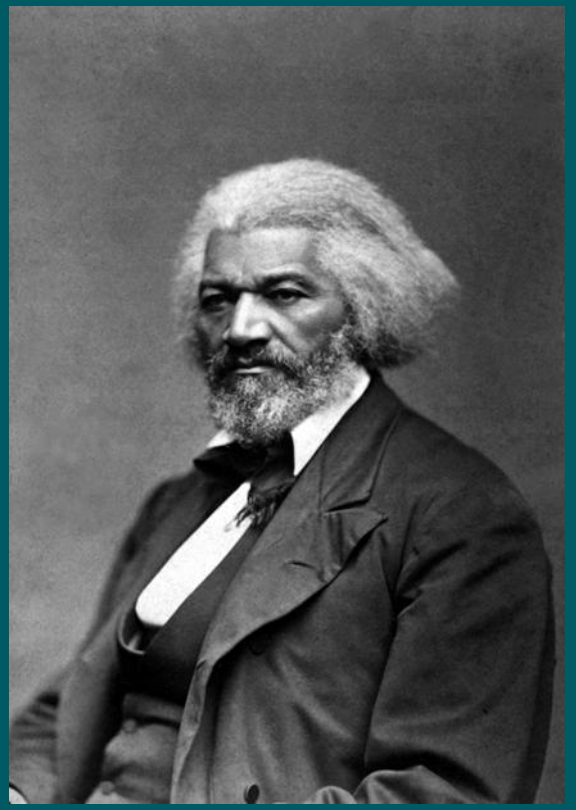


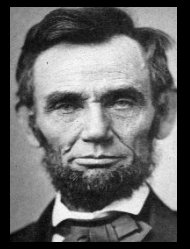
“Practical wisdom is the indispensable political skill of harmonizing principle and practice, of narrowing the gap between the possible and the actual, between the real and the ideal”

- Joseph Fornieri.







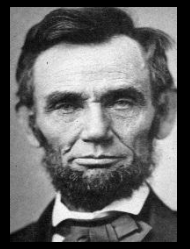


Lincoln's Legacy

Manage Subordinates to that Purpose

- Two Snubs
  - *"Never mind. I will hold McClellan's horse if he will just bring us successes."*
- Great Organizer and Driller
- Always whining, making excuses, and not acting
- The Men Loved Him
  - *"He has the army with him"*
- McClellan thought very little of Lincoln "The Original Gorilla"





Lincoln's Legacy

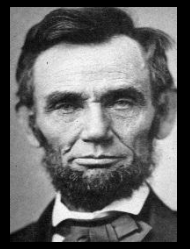
Telegram to Stanton and Lincoln:

"Our men . . . Were overwhelmed by vastly superior numbers . . . The loss on both sides is terrible . . . Had I 20,000 or even 10,000 fresh troops to use tomorrow I could take Richmond, but I have not a man in reserve . . . If we have lost the day we have yet preserved our honor, and no one need blush for the Army of the Potomac . . . You must send me very large reinforcements and send them at once . . . As it is, the Government must no and cannot hold me responsible for the result. I have seen too many dead and wounded comrades to feel otherwise than that the Government has not sustained this army. I you do not do so now the game is lost.

If I save this army now, I tell you plainly that I owe no thanks to you or any other persons in Washington.

You have done your best to sacrifice this army."

General George B. McClellan June 28, 1862 Battle of Gaines' Mill



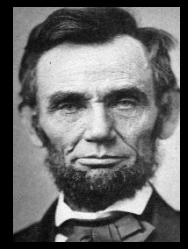
Lincoln's Legacy

Lincoln's Response:

"Save your army at all events. Will send reinforcements as fast as we can. Of course they can not reach you today, tomorrow or the next day. I have not said you were ungenerous for saying you needed reinforcement. I thought you were ungenerous in assuming that I did not send them as fast as I could. I feel any misfortune to you and your Army quite as keenly as you feel it yourself.

It is the nature of the case, and neither you or the government that is to blame."

A. Lincoln to G. McClellan on June 28, 1862

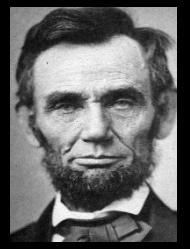


Lincoln's Legacy

Harrison Landing Letter



– July 7, 1862



Lincoln's Legacy

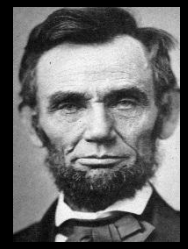
Lincoln's Response:

"He as acted badly in the matter, but we must use the tools we have." -Lincoln to John Hay 1862

Lincoln: Well . . . Put yourself in my place for a moment, if I relieve McClellan whom shall I put in command?

Senator Wade: Why, anybody.

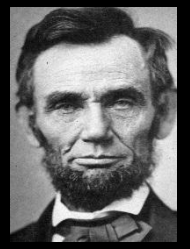
Lincoln: Wade, "anybody" will do for you, but not for me. I must have somebody.



Lincoln's Legacy

Lincoln and Salmon P. Chase

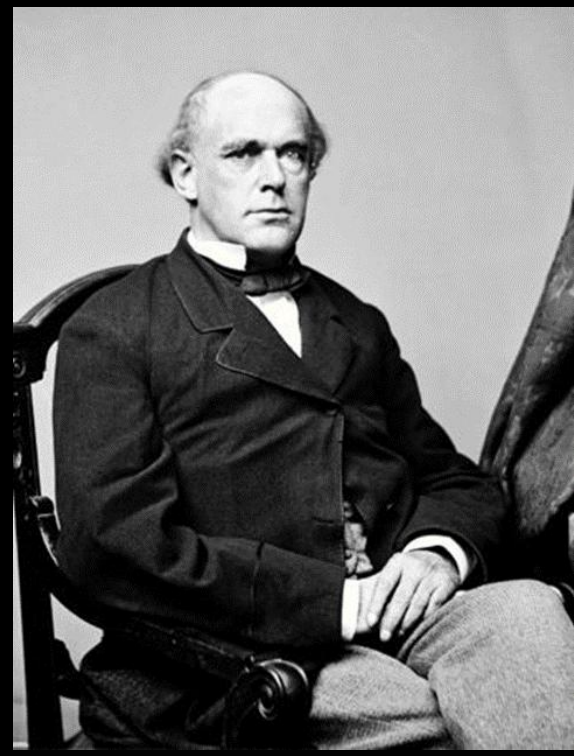


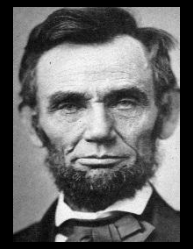


Lincoln's Legacy

Assemble Talent Around You

- Chase runs for President in 1860
  - Secretly running for President in 1864
- Lincoln was well aware of Chase's scheming Although Lincoln was disappointed in Chase's character he allowed it as a "chin-fly."
- "the president has always treated me with such personal kindness and has always manifested such fairness and integrity of purpose, that I have not found myself free to throw up my trust . . . So I still work on."





Lincoln's Legacy

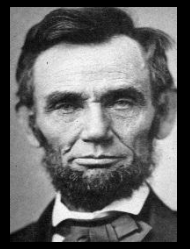
Assemble a Talented Team

- Pomeroy Committee: Sent a pamphlet/letter out trying to gain support for Chase for the Presidency in 1864. It got leaked to the press.
- Chase was fully aware of their actions though he denied it at the time.
- Panicked, Chase sent Lincoln a letter apologizing and disavowing any knowledge of the pamphlet.

"I shall do nothing in malice. What I deal with is too vast for malicious dealing."

-Lincoln, 1862

Assemble a Talented Team



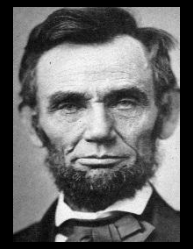
Lincoln's Legacy

- My Dear Sir: I would have taken time to answer yours of the 22nd sooner, only that I did not suppose any evil could result from the delay, especially as, by a note, I promptly acknowledged the receipt of yours, and promised a fuller answer. Now, on consideration, I find there is really very little to say. My knowledge of Mr. Pomeroy's letter having been made public came to me only the day you wrote; but I had, in spite of myself, known of its existence several days before. I have not yet read it, and I think I shall not.
- I was not shocked, or surprised by the appearance of the letter, because I had had knowledge of Mr. Pomeroy's Committee, and of secret issues which I supposed came from it, and of secret agents who supposed were sent out by it, for several weeks. I have known just as little of these things as my own friends have allowed me to know. They bring the documents to me, but I do not read them- they tell me what they think fit to tell me, but I do not inquire for more. I fully concur with you that neither of us can be justly held responsible for what our respective friends may do without our instigation, or with my countenance.
- Whether you shall remain at the head of the Treasury Department is a question which I will not allow myself to consider from any stand-point other than my judgment of the public service; and in that view I do not perceive occasion for a change.
- Yours Truly

"I shall do nothing in malice. What I deal with is too vast for malicious dealing."

-Lincoln, 1862

Assemble a Talented Team



Lincoln's Legacy

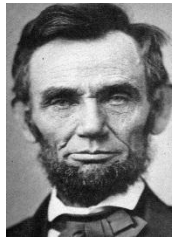
- Lincoln would accept Chase's resignation on June 30, 1864
  - Executive Mansion
  - Washington, June 30. 1864
- "Your resignation of the office of Secretary of the Treasury sent me yesterday, is accepted. Of all I have said in commendation of your ability and fidelity, I have nothing to unsay; and yet you and I have reached a point of mutual embarrassment in our official relation which it seems can not be overcome, or longer sustained, consistently with the public service."
- "And yet there is not a man in the Union who would make as good a chief justice as Chase, and if I have the opportunity, I will make him Chief Justice of the United States." –
  - Lincoln to Treasury Registrar Lucius Chittenden

"His magnanimity is almost superhuman."

-Secretary of State William Seward, 1861

"Lincoln must move upon a higher plane and be influenced by loftier motives than any man."

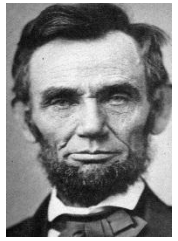
-Lucius Chittenden



Manage Change and Adapt
Lincoln and John C. Fremont:



Law of the Situation

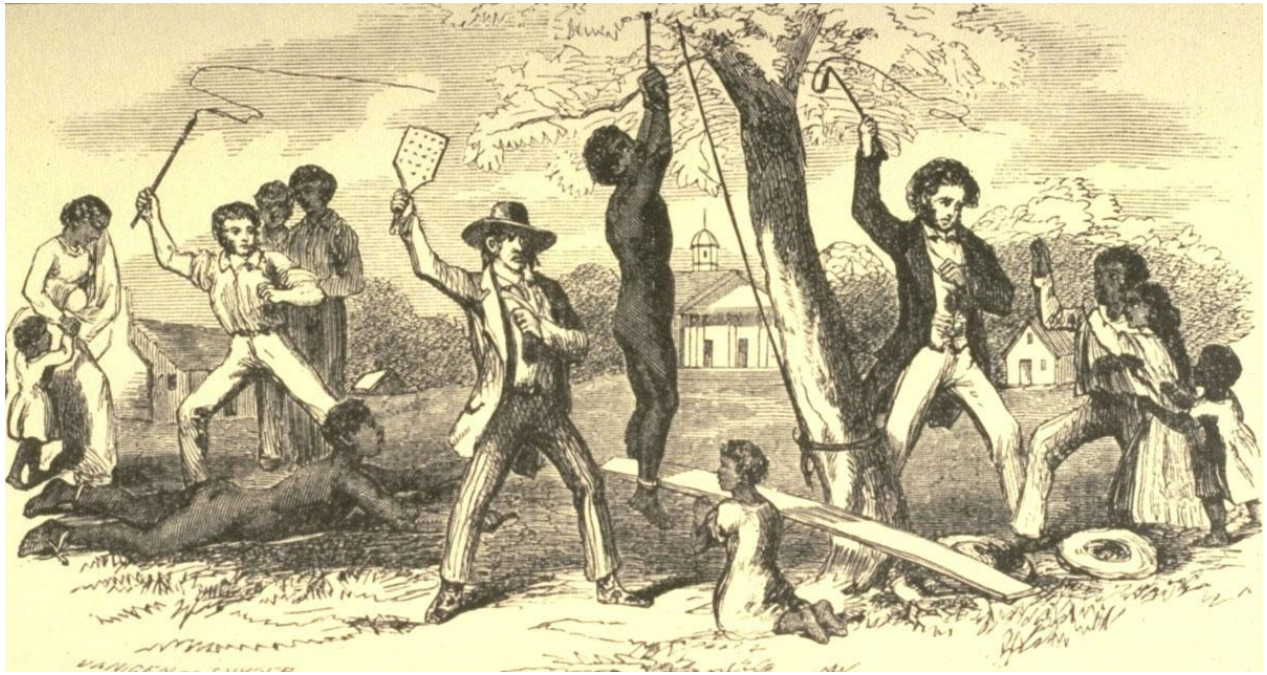


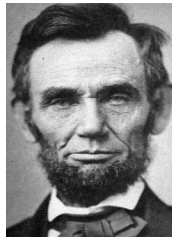
- **Civil War Dragging on**

23 Union States/11 Confederate States

- **August 30th, 1861 Fremont declares martial law and emancipates the slaves of disloyal Missouri Residents**

Also says any one seen with a weapon as part of the opposition will be shot





Law of the Situation

- **Civil War Dragging on**

23 Union States/11 Confederate States

- **August 30th, 1861 Fremont declares martial law and emancipates the slaves of disloyal Missouri Residents**

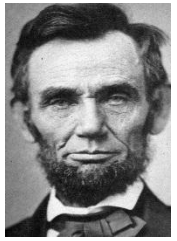
Also says any one seen with a weapon as part of the opposition will be shot



- **Lincoln's Response**

- **Fremont tells Lincoln he won't do it unless his openly told not to**

Manage Change and Adapt



- **"Your answer, just received, expresses the preference on your part, that I should make an open order for the modification, which I very cheerfully do."**

-Public outrage in the north is directed at Lincoln

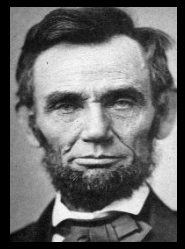
-Kentuckians were threatening to join the Confederacy.

"I was so assured, as to think it probable that the very arms we had furnished Kentucky would be turned against us. I think to lose Kentucky is nearly the same as to lose the whole game. Kentucky gone, we can not hold Missouri, nor, as I think, Maryland. These all against us, the job on our hands is too large for us. We would as well consent to separation at once, including the surrender of this capitol."

- **As a result of the modification Kentucky's legislature abandoned neutrality and called for 40,000 volunteers for the Union. Missouri, Delaware, and Maryland all remained Neutral.**



Manage Change and Adapt

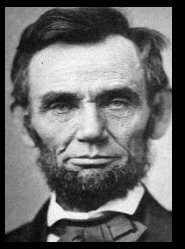


Lincoln's Resolve

- Born a slave in 1818 in eastern Maryland
- Learns the alphabet from a slave owners wife/flees to NYC in 1838
- Powerful writer, thinker and orator
- Helps slaves flee to Canada via the "Underground Railroad"
- Supports Lincoln for President but sours on him pretty quickly



Manage Change and Adapt



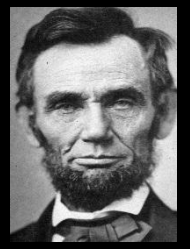
Lincoln's Resolve

"Mr. Lincoln assumes the language and arguments of an itinerant Colonization lecturer, showing all his inconsistencies, his pride of race and blood, his contempt for Negroes and his canting hypocrisy... though elected as an anti-slavery man by Republican and Abolition voters, Mr. Lincoln is quite a genuine representative of American prejudice and Negro hatred and far more concerned for the preservation of slavery, and the favor of the Border Slave States, than for any sentiment of magnanimity or principle of justice and humanity."

- F. Douglass, August 1862



Lincoln and Douglass: 1st Meeting



Lincoln's Resolve

August 10th, 1863

- Large Crowd, Maybe hundreds, but F.D. gets in right away. "Yes, Damn it! I knew they would let the ----- through."

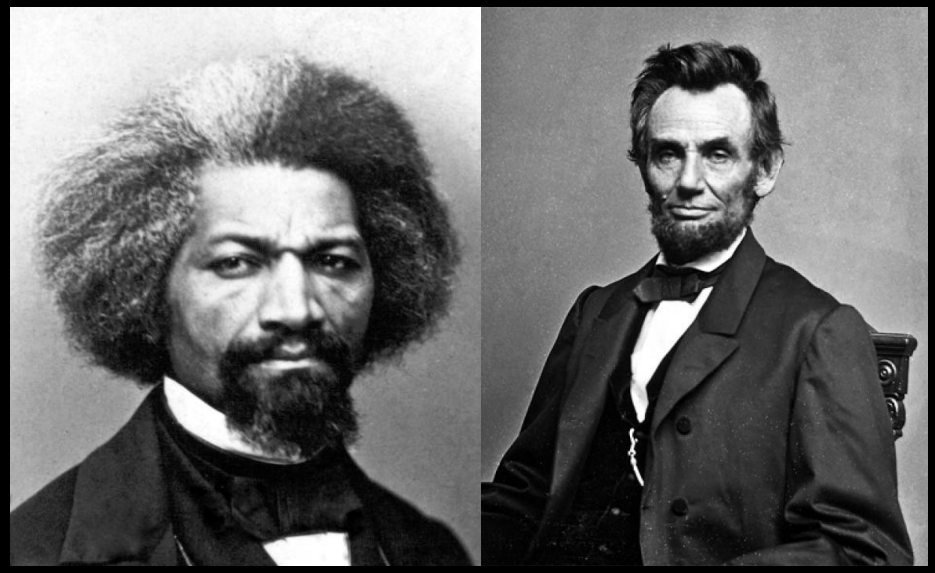
"Just as you have seen one gentleman receive another"

"I have never seen a more transparent countenance"

- Douglass had publicly accused Lincoln of being "tardy" and "slow" when it came to slavery, Black troops, and retaliation and chided the president again in this meeting.
- Lincoln replied "the country needed talking up to on that point. The country was not ready for it . . . There was preparatory work to be done."
- Slow, yes. Vacillating? No

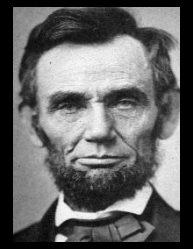
A.L. -"I think the charge cannot be sustained. No man can say that having once taken the position I have contradicted or retreated from it."

F.D. -"Wise, great and eloquent" will nevertheless "go down to posterity, if the country is saved, as Honest Abraham."



"I never met a man, who, on the first blush, impressed me more entirely with his sincerity, with his devotion to his country, and with his determination to save it at all hazards" (White, 2005, p. 205).

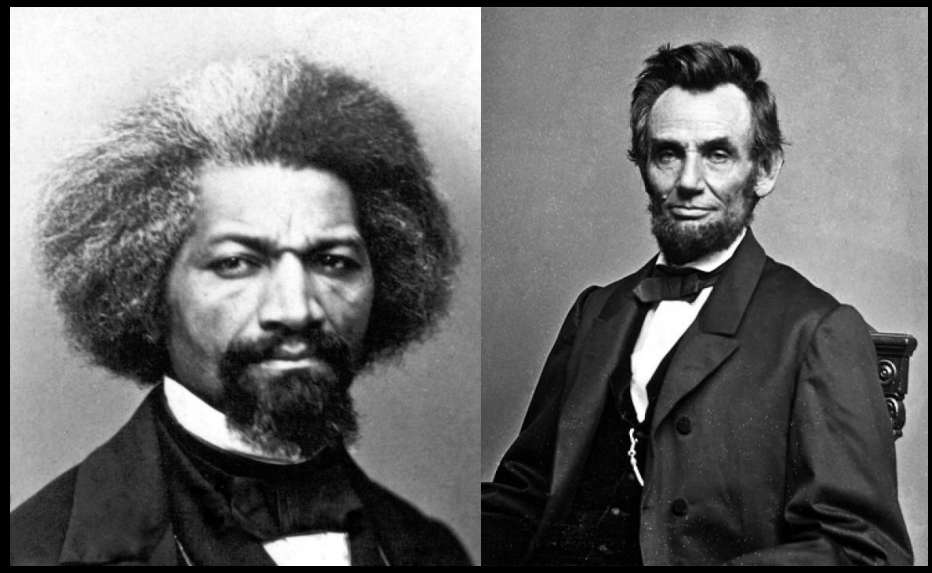
Lincoln and Douglass: 2nd Meeting



Lincoln's Resolve

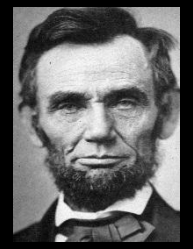
August 24th, 1864

- Lincoln is getting pressure to settle for peace without an end to Slavery
- Lincoln wants to clarify that the war is not just about abolition. Douglass tells him not to. He doesn't
- "The slaves are not coming so rapidly and so numerously to us as I had hoped."
  - Asks F.D. to go on official U.S. Government business to the South to spread the word of emancipation
  - Twice during their conversation a secretary entered to remind Lincoln that the Governor of Connecticut had been waiting
- "Tell Governor Buckingham to wait. I wish to have a long talk with my friend Douglass."



"In his company I was never in any way reminded of my humble origin or of my unpopular color."
Frederick Douglass

Lincoln and Douglass: Final Meeting



Lincoln's Resolve

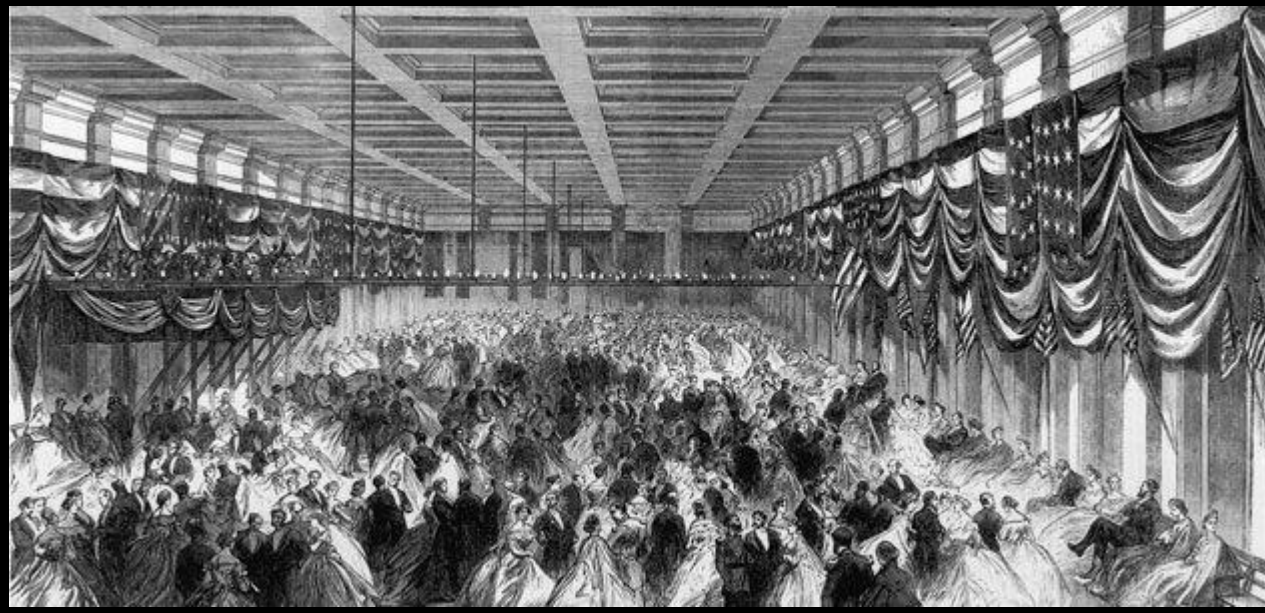
Lincoln: "Here comes my friend Douglass. I am glad to see you. I saw you in the crowd today, listening to my inaugural address; how did you like it?"

Douglass: "Mr. Lincoln, I must not detain you with my poor opinion, when there are thousands waiting to shake hands with you."

Lincoln: "No, no. You must stop a little Douglass; there is not man in the country whose opinion I value more than yours. I want to know what you think of it."

Douglass: "Mr. Lincoln, that was a sacred effort."

Lincoln: "I am glad you liked it!"



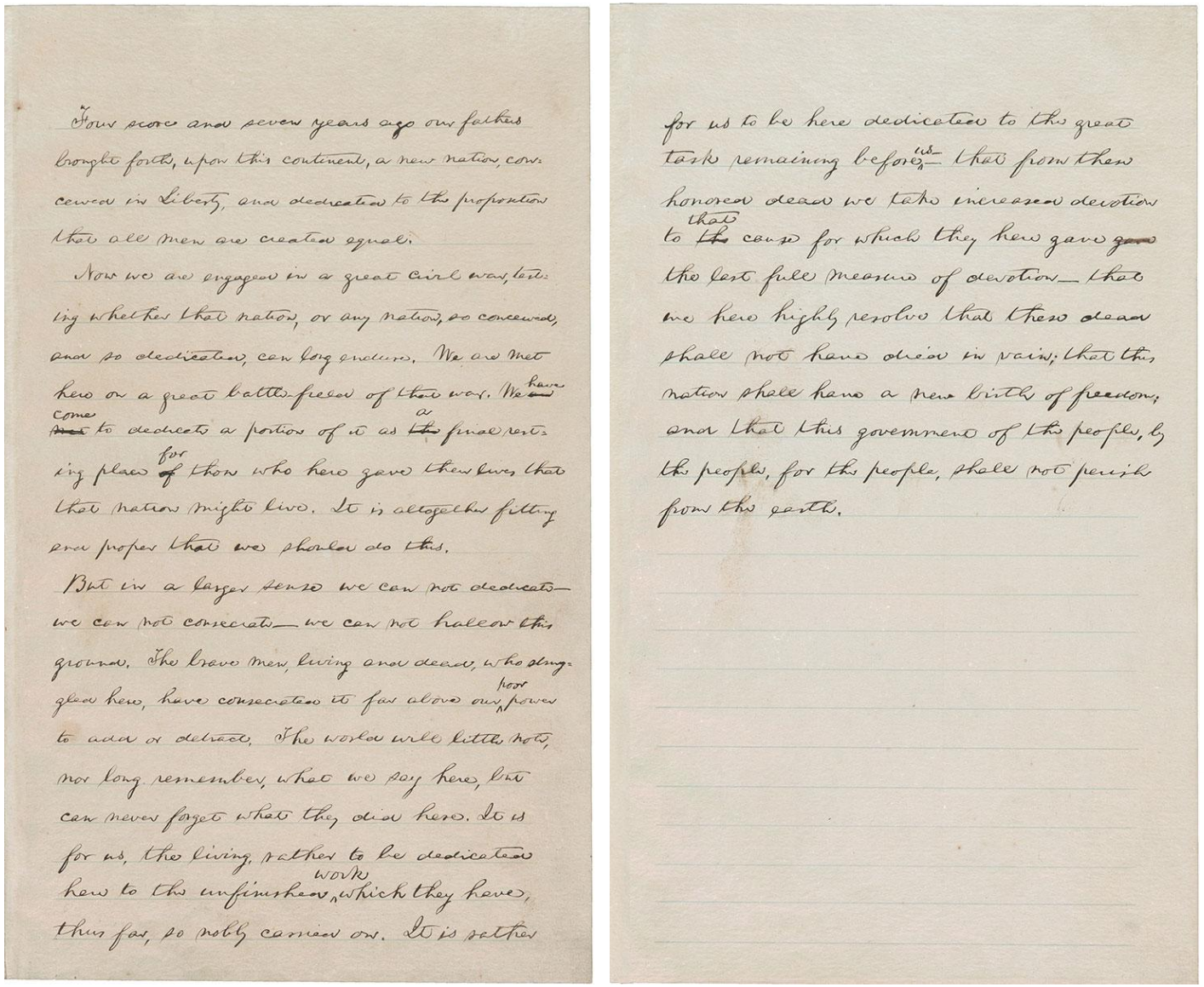
LINCOLN AT GETTYSBURG: PARADOXES/DILEMMAS & THE UNFINISHED WORK



GETTYSBURG ADDRESS VIDEO



THE GETTYSBURG ADDRESS – HAY COPY



Four score and seven years ago our fathers brought forth, upon 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 here on a great battle-field of that war. We have come to dedicate a portion of it 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.

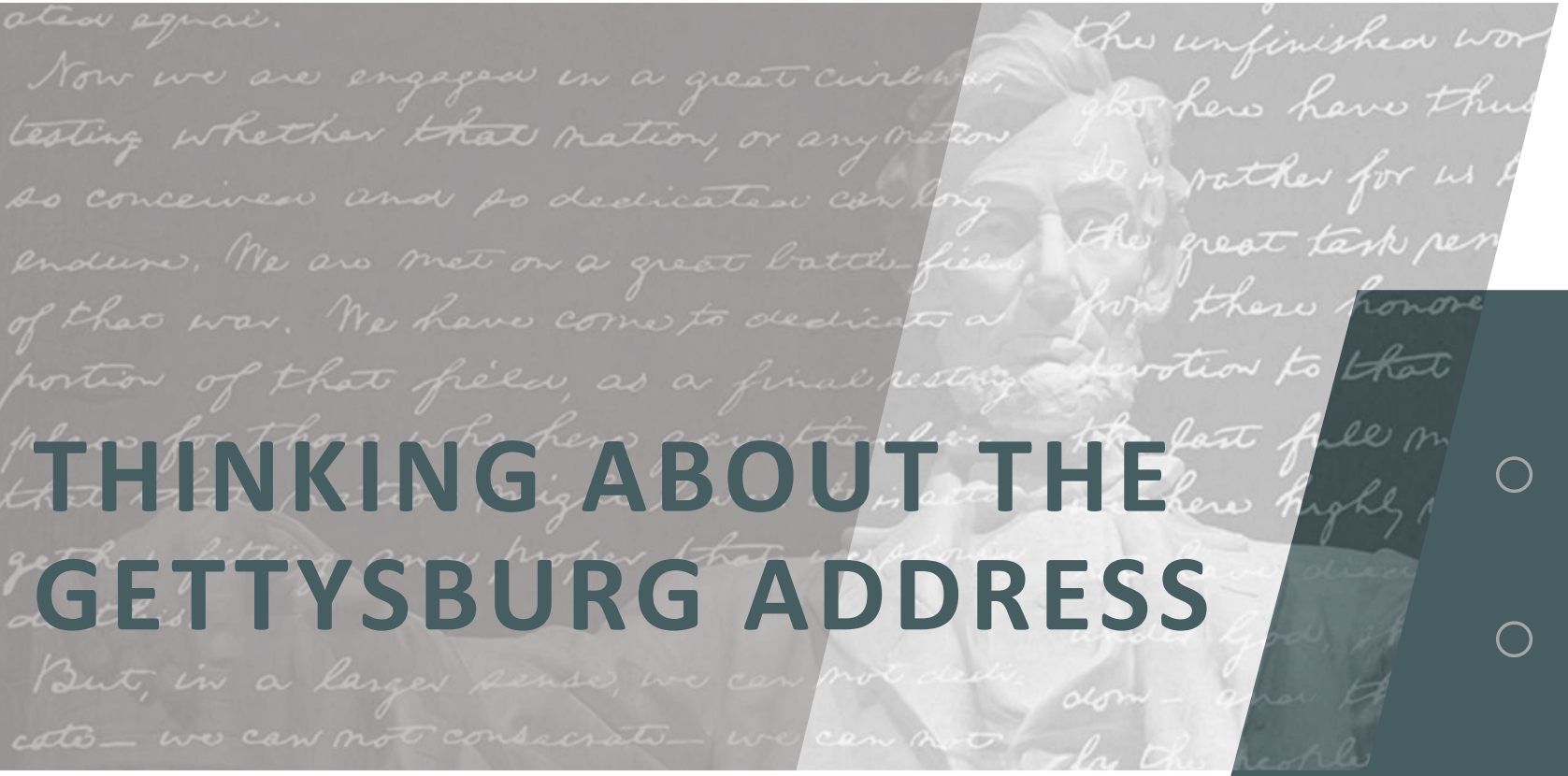
But in a larger sense we can not dedicate— we can not consecrate— we can not hallow this ground. The brave men, living and dead, who struggled here, have consecrated it far above our poor power to add or detract. The world will little note, nor long remember, what we say here, but can never forget what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

THE GETTYSBURG ADDRESS – HAY COPY

Four score and seven years ago our fathers brought forth, upon 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 here on a great battlefield of that war. We have come to dedicate a portion of it 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 can never forget what they did here. It is for us, the living, rather to be dedicated here to the unfinished work which they have, thus far, so nobly carried on. 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 here gave the last full measure of devotion—that we here highly resolve that these dead shall not have died in vain; that this nation shall have a new birth of freedom; and that this government of the people, by the people, for the people, shall not perish from the earth.



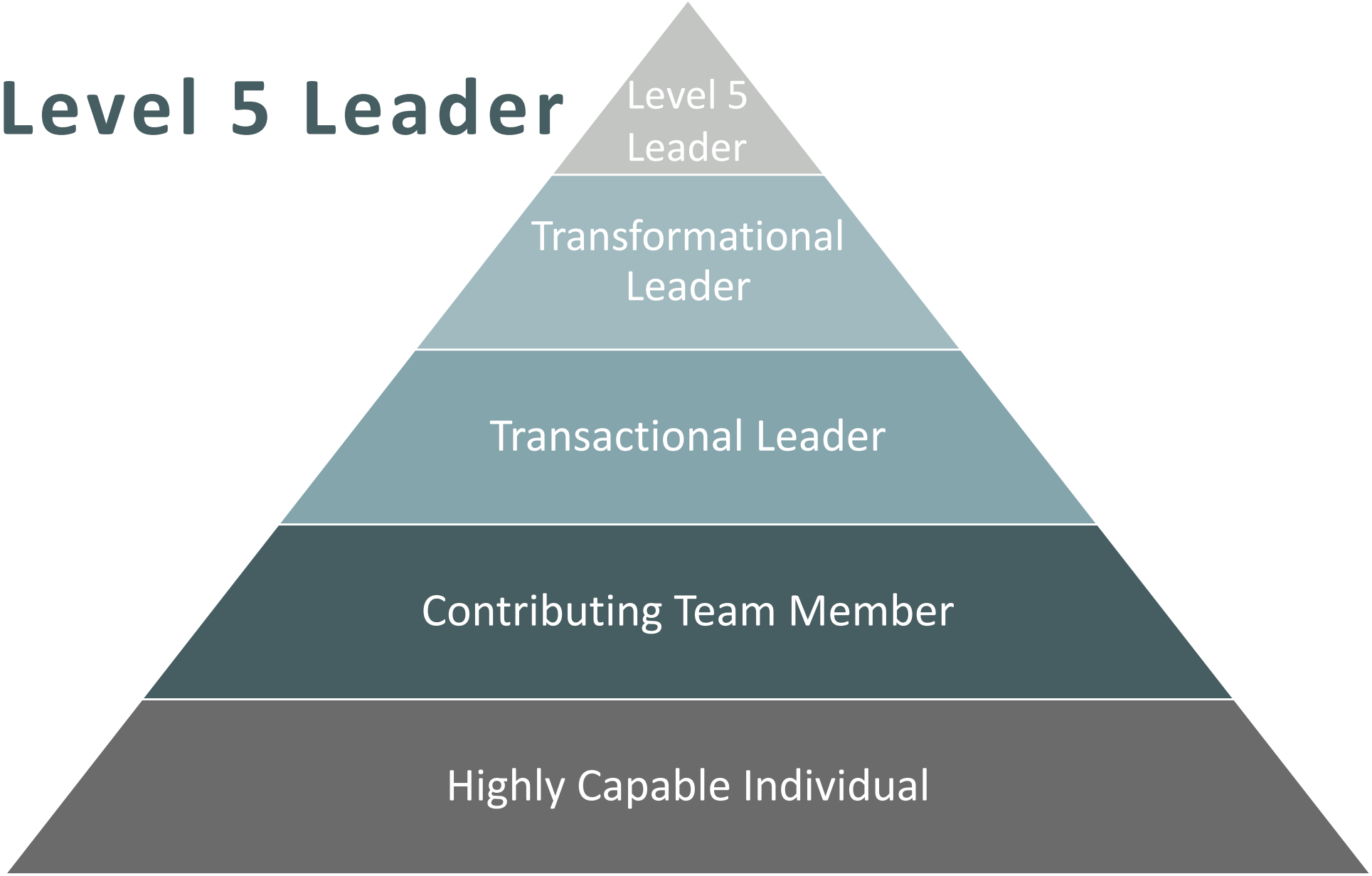
THINKING ABOUT THE GETTYSBURG ADDRESS

- *Lincoln at Gettysburg*
  By Garry Wills
- *Gettysburg Gospel*
  By Gabor Boritt

LINCOLN'S LEADERSHIP BEHAVIORS

- Use of story
- Active persistence
- Self-deprecating
- Saw the big picture
- Inside/out personality
- Political
- Curiosity – Applied Technology
- Humor
- Depression
- High Adaptor

Level 5 Leader



Adapted from: Collins, J., *Level 5 Leadership: The Triumph of Humility and Fierce Resolve*, Harvard Business Review, January 2001

HOW TO GROW LEVEL 5 LEADERS

- Potential Level 5 leaders exist all around us and many people have the potential to evolve into Level 5 – another paradox.
- Importance of mentors and sponsors.
- Power of proactive reflection.

Ref: Rosenbach, W. E. & Taylor, R. L., 2006. *Contemporary Issues In Leadership*, 6th Ed. Boulder, CO, Westview Press.

The Paradox of Level 5

Personal Modesty

- ★ Demonstrates a compelling modesty, shunning the limelight; not boastful
- ★ Acts with quiet, calm determination; relies principally on inspired standards, not inspiring charisma, to motivate followers
- ★ Channels ambition into the company, not the self, sets up successors for even more greatness
- ★ Looks in the mirror, not out the window, to assign responsibility for poor results, does not blame other people, external factors, or bad luck

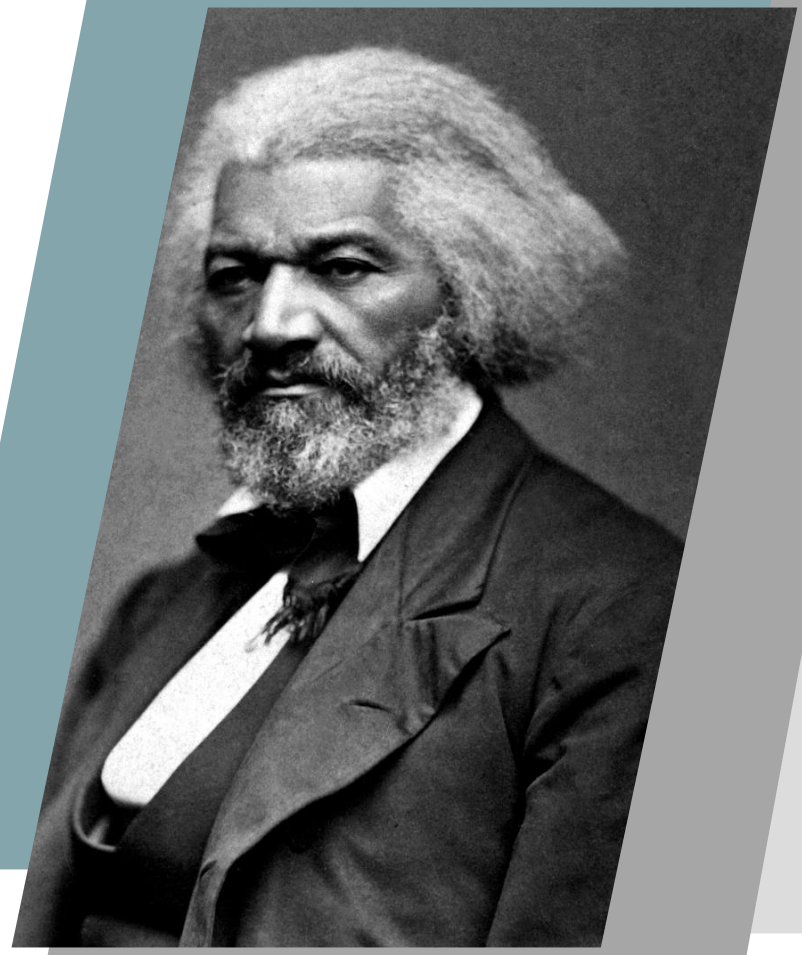
Professional Resolve

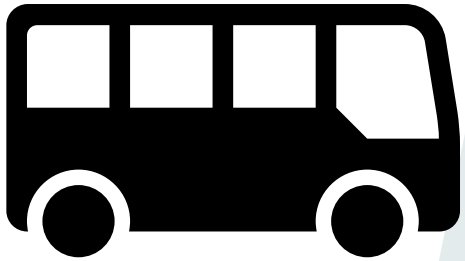
- ★ Insists on superb results, a clear catalyst in the transformation from good to great
- ★ Demonstrates an unwavering resolve to do whatever must be done to produce the best long-term results, no matter how difficult
- ★ Sets the standard of building an enduring great organization; will settle for nothing less
- ★ Looks out the window, not in the mirror, to assign credit for the success of the organization—to other people, external factors, and good luck

Adapted from: Collins, J., *Level 5 Leadership: The Triumph of Humility and Fierce Resolve*, Harvard Business Review, January 2001

FREDERICK DOUGLASS

"Viewed from the genuine abolition ground, Mr. Lincoln seemed tardy, cold, dull, and indifferent; but measuring him by the sentiment of his country, a sentiment he was bound to as a statesman to consult, he was swift, zealous, radical and determined."





BUS TRIP METAPHOR

During your visit to the Soldiers National Cemetery, contemplate and reflect on the notion of “the unfinished work”.

What unfinished work exists within your own organization, your own community, our nation, and what role do you have in this “unfinished work”?

ABRAHAM LINCOLN VIDEO



Closing Thoughts

- Look for “low adapters”
- Especially look for “high adapters”

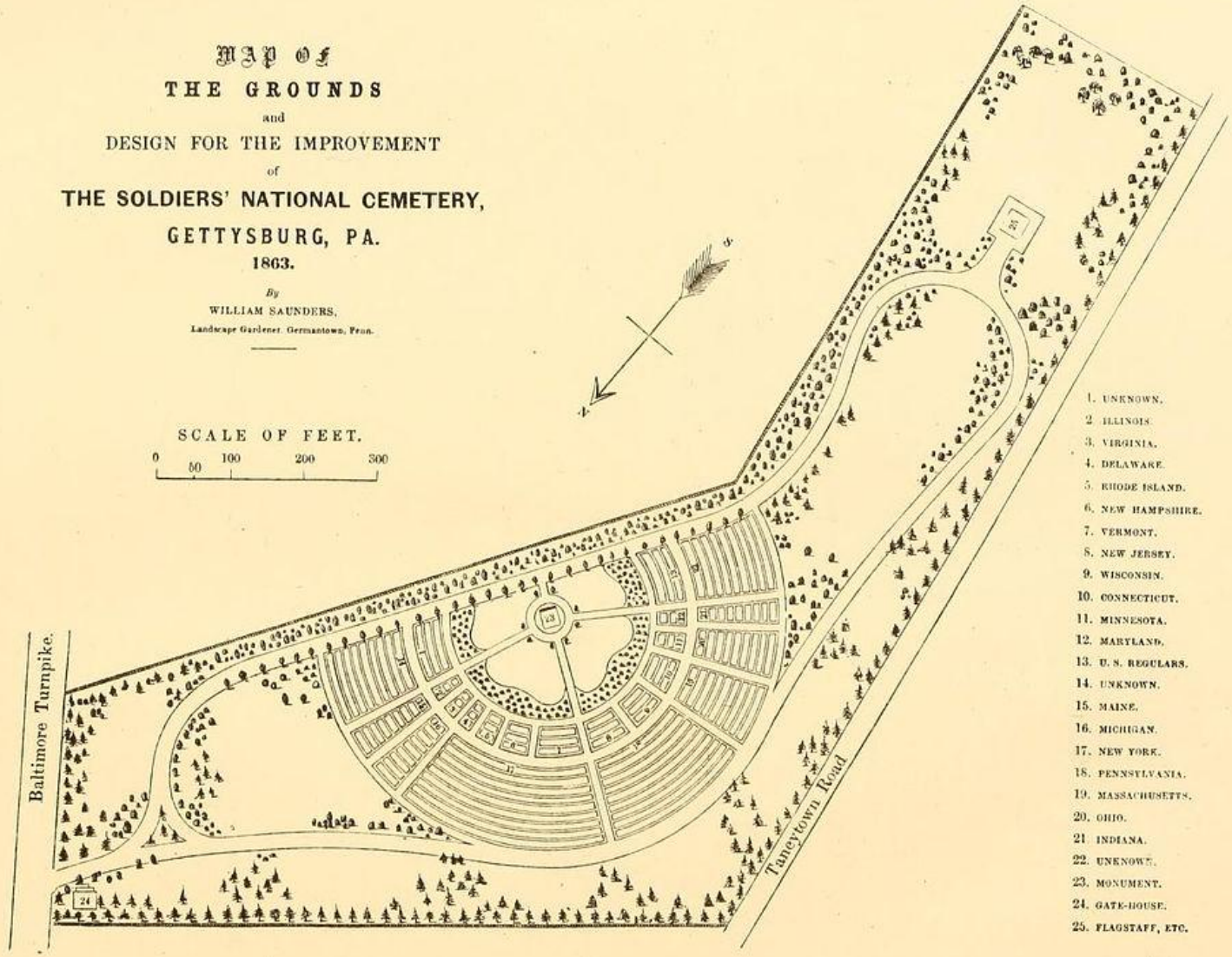




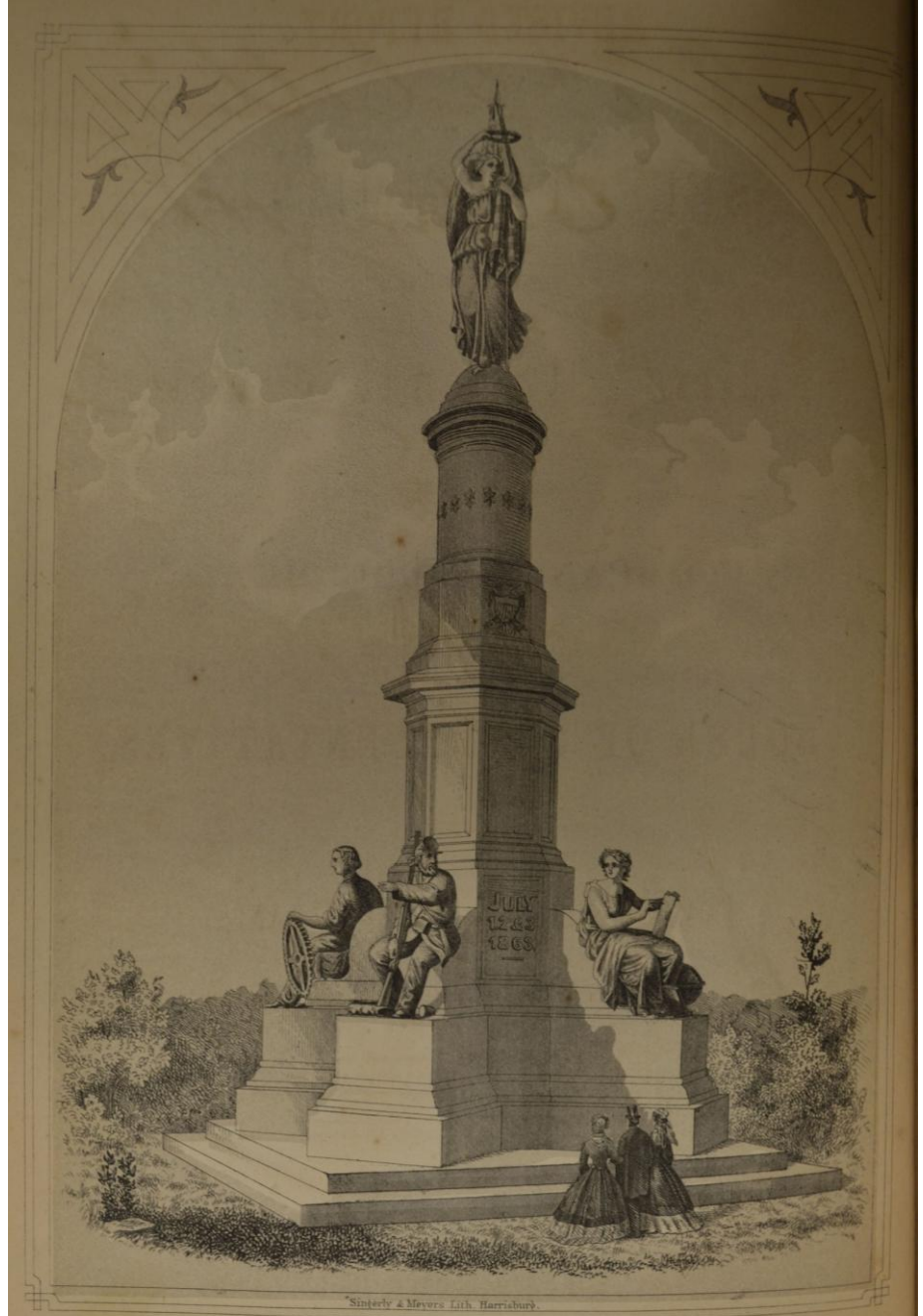
MAP OF
THE GROUNDS
and
DESIGN FOR THE IMPROVEMENT
of
THE SOLDIERS' NATIONAL CEMETERY,
GETTYSBURG, PA.
1863.

By
WILLIAM SAUNDERS,
Landscape Gardener, Germantown, Penn.

SCALE OF FEET.
0 50 100 200 300



1. UNKNOWN.
2. ILLINOIS.
3. VIRGINIA.
4. DELAWARE.
5. RHODE ISLAND.
6. NEW HAMPSHIRE.
7. VERMONT.
8. NEW JERSEY.
9. WISCONSIN.
10. CONNECTICUT.
11. MINNESOTA.
12. MARYLAND.
13. U. S. REGULARS.
14. UNKNOWN.
15. MAINE.
16. MICHIGAN.
17. NEW YORK.
18. PENNSYLVANIA.
19. MASSACHUSETTS.
20. OHIO.
21. INDIANA.
22. UNKNOWN.
23. MONUMENT.
24. GATE-HOUSE.
25. FLAGSTAFF, ETC.



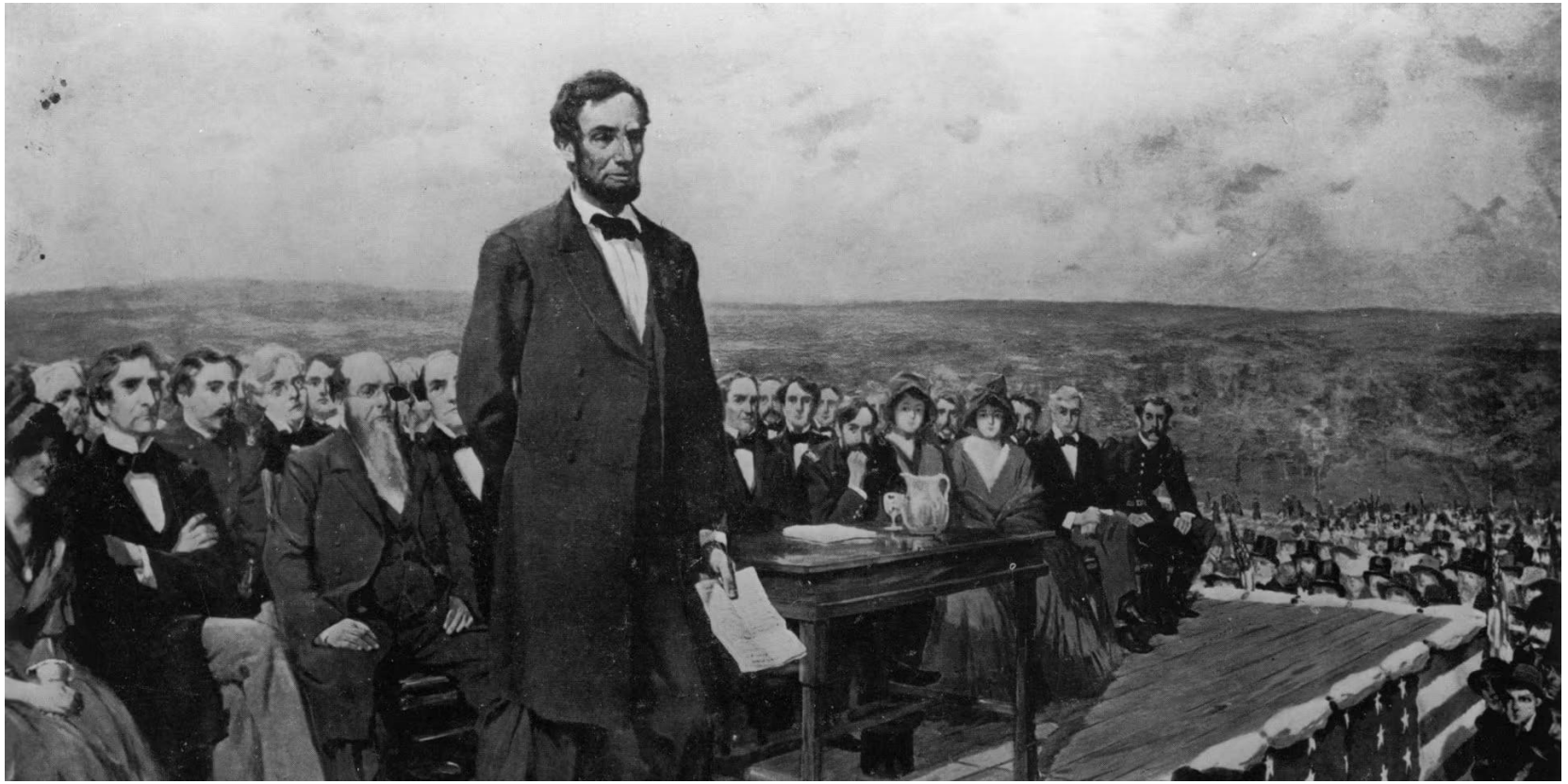
Sinterly & Meyers Lith. Harrisburg.

NATIONAL MONUMENT,

TO BE ERECTED AT

GETTYSBURG, PA.


No. 10—Soldiers' National Cemetery, from Observatory.
(Copyrighted 1878.)



GETTYSBURG

LEADERSHIP EXPERIENCE

The Unfinished Work For Us



Six Resources For Generative Work

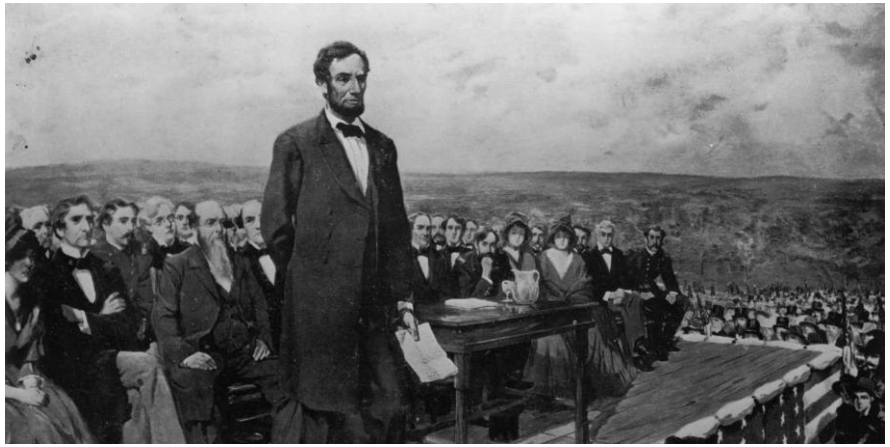
1. Boards and governance can benefit from “mental maps”.
2. Recognize generative landmarks (e.g. when the stakes are high).
3. Work at the boundary(s) of the organization (e.g. get out of the boardroom).



Six Resources For Generative Work (continued)

4. Consider the past when thinking about the future (e.g. what has been a dominant narrative of the past….and how does this relate to where we are now at?).
5. Think irrationally, or “suspend” deliberation. (the fewer the rules, the better opportunity for generative outcomes).
6. Assess and reflect. Review and critique all prior 5 resources.

(Source: Chait, R., Ryan, W., Taylor, B. Governance As Leadership. John Wiley Publishing. 2005.



GETTYSBURG

And continue to ponder this final question:
What is the work (in which we govern),
of most value to our members,
our organization, our communities?



GETTYSBURG

LEADERSHIP EXPERIENCE

POWERED BY FCCS

The Paradox of Level 5

Personal Modesty

- ★ Demonstrates a compelling modesty, shunning the limelight; not boastful
- ★ Acts with quiet, calm determination; relies principally on inspired standards, not inspiring charisma, to motivate followers
- ★ Channels ambition into the company, not the self, sets up successors for even more greatness
- ★ Looks in the mirror, not out the window, to assign responsibility for poor results, does not blame other people, external factors, or bad luck

Professional Resolve

- ★ Insists on superb results, a clear catalyst in the transformation from good to great
- ★ Demonstrates an unwavering resolve to do whatever must be done to produce the best long-term results, no matter how difficult
- ★ Sets the standard of building an enduring great organization; will settle for nothing less
- ★ Looks out the window, not in the mirror, to assign credit for the success of the organization—to other people, external factors, and good luck

Adapted from: Collins, J., *Level 5 Leadership: The Triumph of Humility and Fierce Resolve*, Harvard Business Review, January 2001

LEVEL 5 REFLECTIONS

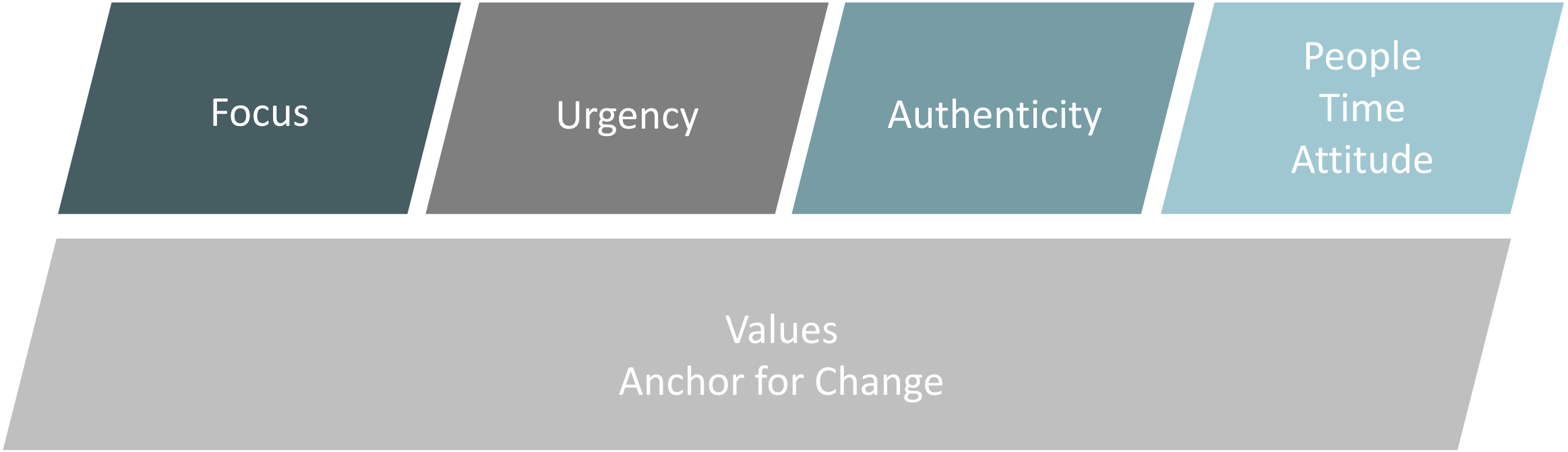
Role Model	Beyond Level 5	Successors
	People Before Strategy Disciplined people, thought, action	Sets successors up for even greater success

"One of the most damaging trends in recent history is the tendency (especially by boards of directors) to select dazzlingly, celebrity leaders and to de-select potential Level 5 leaders."

- Jim Collins

Adapted from: Collins, J., *Level 5 Leadership: The Triumph of Humility and Fierce Resolve*, Harvard Business Review, January 2001

LEVEL 5 REFLECTIONS



- MEG WHITMAN

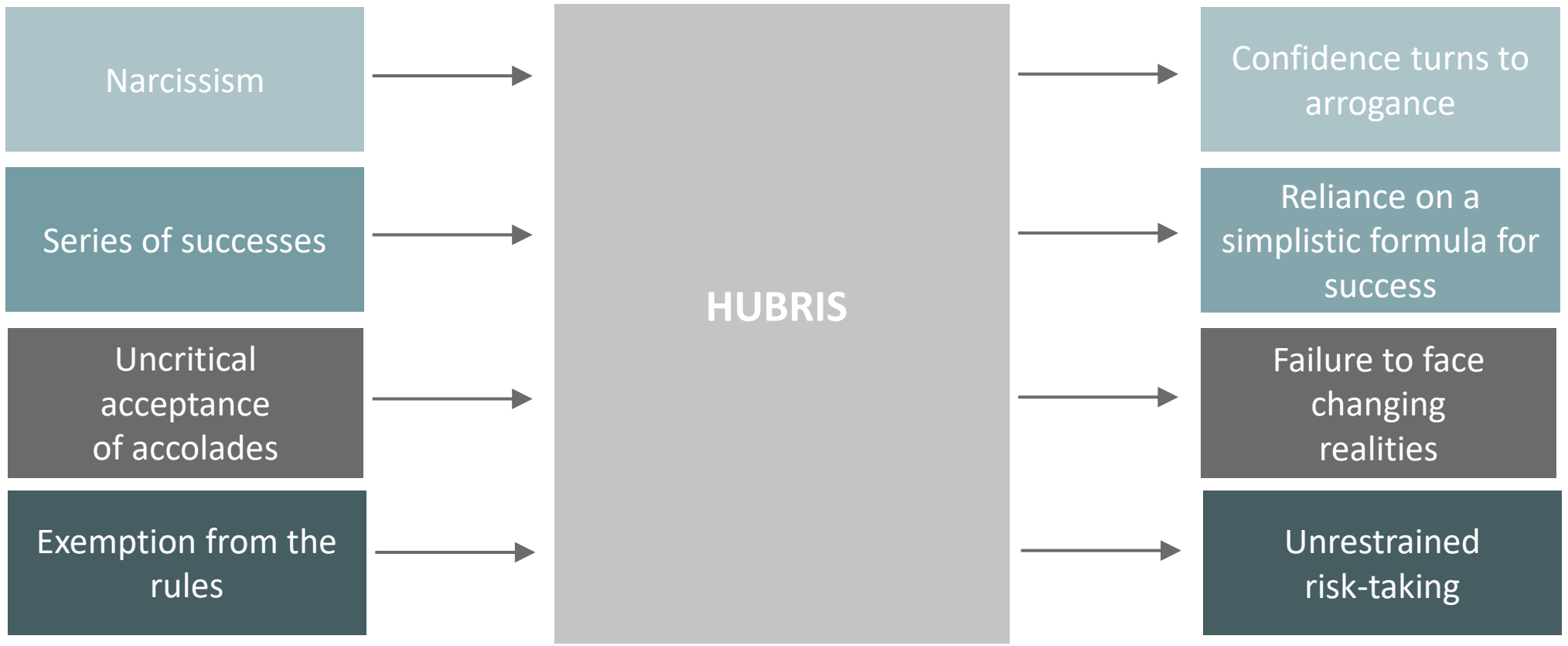
Adapted from: Meg Whitman Interview with Adi Ignatius, Harvard Business Review, May 2016

HUBRIS

Exaggerated pride or self confidence.

How successes can lead to hubris even for Level 5 leaders.

SOURCES AND IMPLICATIONS OF HUBRIS



THE UNFINISHED WORK

Seven Competencies for Board Leadership Through Adversity

RETURN. TRANSFORM. LEAD THE UNFINISHED WORK.

1 Resilient Leadership

Remain composed, effective, and forward-looking through adversity, setbacks, and uncertainty.

Gettysburg connection: Lee's retreat demonstrates the discipline required to preserve cohesion and momentum after loss.

2 Strategic Judgment

Read changing conditions, evaluate options, and determine when to pursue, pause, adapt, or redirect.

Gettysburg connection: Meade's pursuit raises enduring questions about timing, opportunity, risk, and decisive action.

3 Adaptive Governance

Reassess assumptions, priorities, and governance approaches as new realities emerge.

Gettysburg connection: After July 3, both armies confronted dramatically altered circumstances and choices.

4 Stewardship Mindset

Balance immediate demands with the organization's long-term purpose, sustainability, and future.

Gettysburg connection: Lincoln's call to continue the "unfinished work" reflects leadership beyond one moment or term.

5 Humility and Resolve

Combine conviction and decisiveness with curiosity, reflection, and willingness to learn.

Gettysburg connection: Lincoln's leadership invites consideration of the paradoxes associated with Level 5 leadership.

6 Leadership Through Change

Guide people and processes through disruption, transition, and significant transformation.

Gettysburg connection: Gettysburg leaders navigated uncertainty, shifting conditions, and intense pressure.

7 Leadership Legacy and Succession

Develop future leaders and strengthen the board's capacity to carry the mission forward.

Gettysburg connection: The campaign illustrates how leadership at every level shapes outcomes and enduring impact.

BOARD REFLECTION

- Where must we demonstrate greater resilience?
- What opportunity requires stronger strategic judgment?
- What is our board's unfinished work?

THINKING ABOUT LEADERSHIP, ADVERSITY, & OPPORTUNITY

