

STEP INTO THE LANDSCAPE  
WHERE *leadership* LIVES.



GETTYSBURG  
LEADERSHIP EXPERIENCE

BY FCC SERVICES <sup>SM</sup>

**OPEN ENROLLMENT**

**OCTOBER 7-9, 2019**

## WELCOME TO THE GETTYSBURG LEADERSHIP EXPERIENCE

### Key Program Objectives Include:

- Positioning for strategic advantage
- Addressing leadership paradoxes and dilemmas
- Leading at the moment of decision
- Leading in the face of adversity
- Negotiating difficult conversations and disagreements
- Creating effective communication within organizations
- Delegating authority

# AGENDA

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## MONDAY, OCTOBER 7

**6 p.m. to 7 p.m.**  
College Room

Welcome Reception  
(Participants only)

# AGENDA

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## TUESDAY, OCTOBER 8

### 7 a.m. to 8 a.m.

Webster Room

Breakfast at Gettysburg Hotel

(Participants only)

### 8 a.m. to Noon

Hotel Lobby

#### Learning Excursion

Gettysburg National Military Park Museum and Visitor Center

Meet in Hotel Lobby for Group Transportation to Learning Excursion

*Excursion Guide: Robert Prosperi*

(Participants only)

### Noon to 1 p.m.

Lunch at Heritage Center

(Participants only)

### 1 p.m. to 5 p.m.

Heritage Center

#### Anticipatory Leadership

##### The High Ground

Instructor: Lawrence Taylor

*Trip to Battlefield: McPherson's Ridge with Guide Robert Prosperi*

### 6 p.m.

Hotel Lobby

Meet in Gettysburg Hotel Lobby for Group Transportation to Dinner

### 6:15 p.m. to 8:30 p.m.

Sidney's Tavern

#### Group Reception and Dinner

(Participants & Guests)

*Attire: Business Casual*

### 8:45 p.m.

Group Transportation returns to Hotel

# AGENDA

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## WEDNESDAY, OCTOBER 9

**7 a.m. to 8 a.m.**

Webster Room

Breakfast at Gettysburg Hotel

(Participants only)

**8 a.m. to Noon**

Heritage Center

**Transactional & Transformational Leadership**

**The Left Flank**

Instructor: James Petrilla

*Trip to Battlefield: Little Round Top with Guide TBD*

**Noon to 1 p.m.**

Lunch at Heritage Center

(Participants only)

**1 p.m. to 5 p.m.**

Heritage Center

**Predictable Surprises**

**Lee and Longstreet at the Moment of Decision**

Instructor: Robert Ginnett

*Trip to Battlefield: Pickett's Charge with Guide Jeff Harding*

**5 p.m. to 5:30 p.m.**

Heritage Center

**Wrap-up & Take-away Exercise**

**5:30 p.m.**

**Adjourn**

## CPE Credits



FCC Services is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit.

Complaints regarding registered sponsors may be submitted to the National Registry of CPE

Sponsors through its website: [www.learningmarket.org](http://www.learningmarket.org).

CPAs requiring continuing education credits are required to sign in on the Sign-In sheet located at the back of each session room to receive CPE credits for that session. You must also complete and sign a Request for CPE Credits Form, available at the conference registration desk. CPEs can be awarded in the following categories (all sessions offered as Group-Live delivery method):

- Personal Development

**Total CPEs\***

19.8 CPEs

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**19.8 CPEs**

# AGENDA

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\*The total number of CPEs you receive for a session depends on you signing in for each session on the Sign-In Sheet. If you don't sign in for each session, you will not receive CPE credits for that session.

***Attire/Footwear:** Attire is Battlefield Casual (jeans and sneakers) during the program and Business Casual for the group dinner. Pickett's Charge is a one mile walk through often muddy fields. If anyone is unable to walk this distance, they may ride on the bus with an instructor to narrate, and meet the group at The Angle for conclusion.*

To ensure an optimum learning experience, we suggest you obtain copies of the following material and view them prior to arriving to the event. Read *The Killer Angels* by Michael Shaara and/or watch *Gettysburg* (a movie starring Martin Sheen, Jeff Daniels and Tom Berenger). The book or movie can be obtained from your local library or purchased in physical copy or downloaded from a variety of online sources (Amazon, iTunes, Books A Million, Walmart, etc.).

# PROGRAM MODULES & CASE STUDIES

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## **MODULE: ANTICIPATORY LEADERSHIP**

**Seize your strategic advantage.** General John Buford and General John Reynolds leveraged higher-elevation landscape and other assets to maximize their Day 1 position. *How can you claim your “high ground?”*

### **Case Study: The High Ground**

General John Buford of the Union Cavalry was the first to see General Robert E. Lee has led the Army of Northern Virginia into Pennsylvania. Recognizing the strategic advantage within reach, he orchestrated a staged sequence of “fight and drop back.” At the close of Day One, the Union line was indeed back, suggesting a victory for the South. But Buford’s initial strategy allowed the Union Army to set up a defensive line on the other side of Gettysburg—the high ground. Some insist his foresight and execution won the battle of Gettysburg.

## **MODULE: TRANSACTIONAL & TRANSFORMATIONAL LEADERSHIP**

**Identify your areas of highest risk.** Colonel Joshua Chamberlain faced a stark choice: to stay and fight with no ammo or retreat and leave the entire Army exposed. *How do you decide when to hold firm in the face of strong opposition?*

### **Case Study: The Left Flank**

On Day Two of the battle, Colonel Joshua Lawrence Chamberlain was challenged to hold the left flank of the Union position at Little Round Top at all costs. His actions embodied a modern model of leadership merging transactional (equitable exchange of rewards for behavior expected) and transformational (clarifying vision and purpose motivating others). The combination resulted in his troop’s accomplishing the seemingly impossible and the college professor-turned-soldier’s being revered decades later.

## **MODULE: PREDICTABLE SURPRISES**

**Beware the blind spots of success.** After a string of victories and leadership changes, Day 3—one of the most hotly debated points in Gettysburg history—proved a turning point for the Confederates. *How can you maintain focus when success sparks powerful momentum?*

### **Case Study: Lee and Longstreet at the Moment of Decision**

One of the most important tasks a leader must master is decision making in the midst of change. Using Day 3 of the battle and the discussions that lead to the fateful Pickett’s Charge as the backdrop, this case study focuses participants on the potential pitfalls of success and how to gather information before the moment of decision.

# FACULTY

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## **Dr. Robert Ginnett**

### *Instructor*

Robert Ginnett is an internationally recognized expert in the leadership of high performance teams and organizations. He has worked with hundreds of organizations including Prudential, Fonterra, Mars, GlaxoSmithKlein, the intelligence community, United and Delta Airlines, and the United States Army, Navy and Air Force. Prior to working independently, Robert was a Senior Fellow at the Center for Creative Leadership, and a tenured professor at the United States Air Force Academy where he also served as the Director of Leadership and Counseling. Additionally, he served in numerous line and staff positions in the military including leadership of an 875-man combat force and covert operations teams in the Vietnam War. He spent over 10 years working as a researcher for NASA focusing his work at the Kennedy Space Center in the post-*Challenger* period. Robert is an organizational psychologist whose education includes a PhD from Yale University. He has written numerous articles and chapters and is co-author of the best-selling undergraduate textbook, *Leadership: Enhancing the Lessons of Experience*, now in its 8<sup>th</sup> edition.

## **Jeff Harding**

### *Guide*

Mr. Jeffrey J. Harding currently works as a Licensed Battlefield Guide at Gettysburg National Military Park where he has led thousands of visitors on tours of the battlefield during his 18-year career as a battlefield guide. He also works as a freelance historian and has published a number of articles on various aspects of the United States Civil War and World War II (WWII). Mr. Harding recently retired from a 33-year career as a civilian employee of the Department of the Navy, where he served as a Professional Development Officer, Command Historian, and Maritime Analyst for the Nimitz Operational Intelligence Center (NOIC) and the Office of Naval Intelligence.

During his career with the Navy, Mr. Harding created, managed, and taught numerous ground-breaking professional development programs, most notably the “Nimitz Immersion Indoctrination Program.” This extremely successful onboarding program served to inspire and motivate new employees through a focused study of the leadership of FADM Chester W. Nimitz. Mr. Harding delivered a keynote speech highlighting FADM Nimitz’s leadership during a commemorative event held aboard the USS Missouri Memorial marking the 68th anniversary of the end of WWII. Mr. Harding earned numerous awards and accolades over the course of his career including the Department of Navy’s distinguished Meritorious Civilian Service Medal and he was honored as a selectee to the NOIC “Hall of Fame.”

Mr. Harding’s educational background includes a BA in Media and Communications with a concentration in U.S. History from the University of Maryland. His professional education includes attending the Disney Institute’s Business Excellence program where he studied leadership, culture, service, brand, and innovation.

# FACULTY

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## **Robert Prosperi**

### *Guide*

Bob Prosperi has been studying, teaching, or practicing the craft of history for more than 40 years. A US Army veteran and a 1976 graduate of Indiana University of Pennsylvania, Bob worked for many years at Gettysburg National Military Park, spending his last nine years there as one of the Park's two Historians. After leaving the National Park Service Bob served as an Educator with the Pennsylvania Historical and Museum Commission, has been a Licensed Battlefield Guide since 1993 and has been involved with various leadership training institutes since the mid-1990's.

## **Ambassador Lawrence P. Taylor**

### *Instructor*

Lawrence P. Taylor is a former US Ambassador to Estonia, a post he held from 1995 to 1997. He has extensive experience in foreign affairs leadership, training, management, and policy development as a career diplomat with the US Department of State — both overseas and in the US.

Taylor currently serves as a senior advisor to the president of Gettysburg College and is a founding partner of The Gettysburg Leadership Experience at Gettysburg College, a leadership development program for senior executives in the private and public sectors. In 2007, he was also appointed by Pennsylvania Governor Ed Rendell as a member of the PA Abraham Lincoln Bicentennial Commission.

Prior to serving as ambassador, Taylor was director of the Foreign Service Institute/National Foreign Affairs Training Center in Virginia. He joined the Foreign Service in 1969. His overseas postings as a political and economic officer include Santo Domingo, Dominican Republic; Zagreb and Belgrade, Yugoslavia; Jakarta, Indonesia; Ottawa, Canada; and London, United Kingdom.

## **James P. Petrila**

### *Instructor*

Jim Petrila recently retired from the Central Intelligence Agency, where he practiced in the Office of General Counsel for twenty-five years. During his last several years at CIA, he was responsible for management and oversight of attorneys within CIA's Operations Directorate. He regularly provided advice and counsel to senior Agency leaders on a broad variety of legal and policy issues. As a senior leader within CIA's Office of General Counsel, he was an active participant in CIA's Gettysburg Leadership Seminar. His legal background and experience in dealing with cutting edge legal issues and crisis management provide unique insights into transactional and transformational leadership issues. His real world experience in working with senior lawyers in the Intelligence Community, together with frequent engagement with Congressional oversight committees on a variety of controversial issues, also give him a valuable perspective on organizational behaviors.

# ACCOMMODATIONS

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## The Gettysburg Hotel

One Lincoln Square  
Gettysburg, PA 17325

Phone: 717.337.2000

Check-in: 4 p.m.

Check-out: 11 a.m.

## Reservations

A block of rooms has been reserved at The Gettysburg Hotel. Call the hotel directly at 717.337.2000 by **September 6, 2019** to make your reservations or [click here](#) to reserve online, be sure to use the Group Code FCCS100719. To ensure you receive the group rate, please identify yourself as part of the FCC Services program when calling.

**Room rate:** \$152 for single/double occupancy and is subject to applicable state and local taxes. Taxes are subject to change without notice.

All reservations received after the cut-off date will be accepted on a space or rate available basis. The rate will be available three days pre and post the conference dates if made prior to the cutoff date, based on availability.

## Cancellation Policy

All reservations must be guaranteed by check or a major credit card. Reservations canceled within 24 hours of arrival are subject to a cancellation fee of one night's room and tax (currently 11%).

## Driving Directions

**Baltimore-Washington International Airport (BWI)** (Distance: 89 miles)

From the airport take I-95 North towards Baltimore. Exit I-95 onto I-695 North. Follow I-695 North and exit onto I-795 North. Follow to Route 140 West to Westminster, Maryland. Exit Route 140 to Route 97 North and continue approximately 20 miles to the traffic circle in Gettysburg. The hotel will be on your right when you enter the traffic circle.

# ACCOMMODATIONS

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## **Harrisburg International Airport** (Distance: 47 miles)

From the airport take Route 283 West to the Pennsylvania Turnpike. Take the Turnpike West (Pittsburgh) and onto Route 15 (Gettysburg Pike) South. Continue on 15 South for approximately 25 miles and exit at the York Street Exit (Route 30) and proceed West on Route 30. Follow approximately two miles to the traffic circle and the hotel will be on your right side.

## **Dulles International Airport** (Distance: 78 miles)

From the airport take I-95 North to Route 270. Once in Frederick, Maryland, proceed onto Route 15 North. Follow approximately 20 miles and exit at York Street (Route 30). Proceed West on Route 30 to the traffic circle (approximately two miles). The hotel will be on your right side.

## **Reagan National Airport** (Distance: 89 miles)

From the airport take the George Washington Parkway East (North) Exit onto I-495 North (Capital Beltway). Follow I-495 North to I-270. Continue on I-270 until Frederick. Once in Frederick, Maryland, proceed onto Route 15 North. Follow approximately 20 miles and exit at York Street (Route 30). Proceed West on Route 30 to the traffic circle (approximately two miles). The hotel will be on your right side.

## **Philadelphia International Airport** (Distance: 149 miles)

From the airport take Route 291 West to I-95 South Exit at old Exit 17 onto Route 15 (Gettysburg Pike) South. Continue on 15 South for approximately 25 miles and exit at the York Street Exit (Route 30) and proceed West on Route 30. Follow approximately two miles to the traffic circle and the hotel will be on your right side.

## **Transportation**

### Parking

Borough of Gettysburg garage: \$10 per day

Valet parking isn't available

### Car Service

If you prefer, sedan service is available. Please call 800.238.4946 to make reservations. Advance reservations are required and all credit cards, with the exception of Discover, are accepted.

From Baltimore, Dulles, National Airports the rates are approximately \$170 one-way. From Harrisburg, the rate is approximately \$150 one-way. If up to 3 people are traveling together, additional rates are charged. Please call for rates.

# ACCOMMODATIONS

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## Rental Cars



National Car Rental, Alamo Car Rental and Enterprise Rent-a-Car provide corporate and personal discounts to the Farm Credit System and Member Cooperatives, all in a single website.

## **Business Travel**

Simply choose your organization's name from the list. Important: Reservations must be made in the name of the employee or board of director of the selected organization. [Click here](#) to check rates and reserve a rental car.

## **Personal Travel**

Choose Leisure Travel and enter your reservation information. Compare rates and choose the vehicle you want to reserve – it's that simple. [Click here](#) to check rates and reserve a rental car.

## **Emerald Club**

For complimentary enrollment in National Rental Car's Emerald Club, [click here](#). Enjoy exclusive benefits and privileges to make renting faster and easier.

If you have any questions, please contact [Heather Tseng](#).

# SUGGESTED READING

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Clark, Champ

*Gettysburg: The Confederate High Tide (The Civil War Series)*, Time-Life Books, 1985

Coddington, Edwin B.

*The Gettysburg Campaign: A Study in Command*, Touchstone, 1997

Foote, Shelby

*Stars in Their Courses: The Gettysburg Campaign June-July 1863*, Modern Library; 1st edition, 1994

Guelzo, Allen C.

*Gettysburg: The Last Invasion*, Knopf Doubleday Publishing Group, 2013

McPherson, James M.

*Battle Cry of Freedom: The Civil War Era*, Oxford University Press, 1988

Shaara, Jeff

*Gods and Generals: A Novel of the Civil War*, Ballantine Books; 1st Thus. Edition, 1998

Tucker, Glenn

*High Tide at Gettysburg: The Campaign in Pennsylvania*, Literary Licensing, LLC, 2011

