



GETTYSBURG®

LEADERSHIP EXPERIENCE

POWERED BY FCCS

7 CRITICAL STEPS FOR ASPIRING LEADERS

LESSONS FROM GETTYSBURG



ACCELERATE®

The Center for Growth & Success

POWERED BY FCCS

7 CRITICAL STEPS



STEP 01

UNDERSTAND THE SKILLS NEEDED TO BE EXCEPTIONAL IN YOUR CURRENT ROLE.

If you're unsure what that entails, talk with your manager. Use that conversation to identify opportunities to gain the skills you need. Simply asking the question demonstrates your commitment to contributing today and confirms you're interested in positioning yourself for the future. If you don't have the required skills, find a way to fill the gap.

- Take a class or program.
- Volunteer to work on a company project.
- Read books related to your work.
- Watch TED Talks on YouTube or listen to podcasts by leaders in the field.

In a world that is changing rapidly, the skills needed are also changing, so a mindset of continuous learning and improvement is essential.

Beyond improving your performance in your current position, demonstrating your skills will also open up new opportunities. Valuable team members are invited to collaborate or participate in special projects when the project leaders understand the individual's skills and recognize what they can bring to the table.

How can you set the stage to transform your professional trajectory?

Leadership Experiences at Gettysburg are specifically designed for high-potential leaders and teams seeking a memorable leadership development experience to attain a higher level of expertise in leadership, strategy, and action.

"This Program was a way to remind myself to stay "sharp" and just as important, I was able to bring back some ideas to help me better contribute to my company, both as a follower and as a leader."

– Participant



STEP 02

ASK FOR CHALLENGING WORK ASSIGNMENTS.

Let your supervisor know you're interested in challenging and diversifying work assignments that can strengthen the key skills you already possess. Whether the project you're given is within your current role and department or with cross-functional teams, you'll have the opportunity to gain additional skills and connect with others with different skills sets, experiences and perspectives.

This is also the time to think bigger. What organizational initiatives, underway or planned, might benefit from your strengths? Offer these skills to the initiative lead, explaining how you see yourself contributing to the success of the project.

What is lost if you don't take on new challenges?

In the Signature Leadership Experience at the Gettysburg Leadership Experience, The Left Flank case study explores Day 2 of the battle. Colonel Joshua Lawrence Chamberlain, fairly new in his responsibilities, was challenged to hold the left flank of the Union position at Little Round Top at all costs. His direct actions emboldened his troops to succeed at the seemingly impossible, and his transactional and transformational leadership—rewards for expected behavior and a clear vision and purpose—motivated others.

STEP 03

LEARN TO GIVE AND RECEIVE FEEDBACK.

A key characteristic of good leaders is their ability to motivate others and influence change. Giving constructive feedback helps individuals grow by learning how they can improve while reinforcing the activities they are doing well. Strong managers encourage their direct reports to provide upward feedback on a regular basis, then hold follow-up meetings to build collaborative action plans together.

Key principles of giving effective performance feedback include:

- Make certain the content is relevant and the timing respectful.
- Stay focused on a limited number of issues you want to address.
- Provide context. How does their performance impact not only their own work, but also the work of the rest of your team, and, ultimately, the performance of your company?
- Listen carefully. Ask thoughtful follow-up questions.
- Be compassionate and empathetic.
- Follow up on the feedback.

While it can be challenging at first, learning to give and receive feedback creates a two-way street that allows information and ideas to flow more easily. The employee and supervisor who become adept at the exchange can build a foundation of trust that expedites change.

Empowering leaders to give and receive feedback leads to stronger employee-manager relationships, higher performing teams, and more engaged employees.

How can you give feedback during critical moments and projects to set your team up for success?

In the Signature Leadership Experience program at the Gettysburg Leadership Experience, the Lee and His Generals case study deals with the transition of new generals in their roles, effective communication and issues relating to performance management.

STEP 04

DEVELOP EXCEPTIONAL COMMUNICATIONS SKILLS.

Communicating effectively with others has everything to do with your credibility, your ability to motivate your team, and your success in engaging others. Train yourself to be the model of clear communications.

Leaders in any work environment must be able to recognize individual communications styles and guide others to take action. The stakes are even higher today. The speed of change and the constant influx of new data makes having all the necessary information impossible. Excellent leaders learn to be exceptionally good listeners to support the best decisions for the organization.

Ask colleagues, friends and family for feedback about your communications skills and style, and seek advice from others whose abilities you respect. If you know someone who deals well with challenging situations and you're facing one, ask them how they would handle it. In written communication, ask a professional to read your drafts. Before you deliver that presentation, talk with skilled presenters about the tools they find most effective.

How can you gather critical information before the moment of decision?

In the Women of Distinction program at the Gettysburg Leadership Experience, the Moment of Decision case study with General Robert E. Lee and General James Longstreet reinforces how lack of clarity can derail best plans. Using Day 3 of the Battle of Gettysburg and the exchanges that led to the fateful Pickett's Charge, participants discuss the potential pitfalls of communications.

STEP 05

BECOME A LEADER OUTSIDE OF WORK TO CLAIM YOUR LEADERSHIP STYLE.

If someone wants to develop their leadership capability, there's no better way to gain the necessary skills than by actually doing it.

Community leadership development opportunities come in many forms—serving on a non-profit board of directors, chairing a volunteer committee, coaching a child's sports team, even helping family or friends with a project. Becoming a leader outside of your work environment can help you establish and claim your leadership style.

What are the ways YOU can discover your individual leadership style to further your vision and action?

In the Level 5 Leadership Module in the Signature Leadership Experience, President Abraham Lincoln's approach to life and leadership take the spotlight. While his values kept him grounded, President Lincoln's visionary style—including establishing a desired future—is a model for balanced leadership. Participants explore how claiming one's individual style can further leadership vision and action.

"The Gettysburg Leadership Women of Distinction program is an amazing experience. The lessons helped me dive deep into my own leadership journey. The feeling of being right there on the battlefield and seeing key points throughout the town solidified the lessons discussed, and truly brought history to life."

– Participant

STEP 06

KNOW AND TAKE ADVANTAGE OF YOUR GREATEST STRENGTHS.

No one distinguishes themselves by being average. And neither the workplace nor the world are made better when people ignore their strengths. By identifying areas of excellence and then developing them further, individuals can receive the recognition they deserve. More doors open more quickly.

What is your professional advantage? Name it, claim it, then develop a plan to make it your super power. Asking peers, leaders or even family what they see you doing well can be helpful and lets them know you value their perspective.

How can you claim your “high ground” to seize your strategic advantage?

In *Anticipatory Leadership*, the first module in the Signature Leadership Experience at the Gettysburg Leadership Experience, the strategic thinking of Brigadier General John Buford and Major General John Reynolds takes center stage. These leaders leveraged the higher-elevation landscape and other assets to maximize their Day 1 position.

"I left the Gettysburg with a lot to reflect on. Finally, a course that explains the equal importance of the leader AND the follower. Instead of learning about these concepts via graphs, visuals, and boring presentations, we learned about them on a battlefield, where these leadership/followership lessons impacted our country and our very lives today. This was the most effective self-development training I have ever attended."

- Participant

STEP 07

UNDERSTAND WHAT IT MEANS TO BE AN EFFECTIVE FOLLOWER.

Every individual in an organization, including the CEO, must balance the dual role of leader and follower, whether reporting to a board of directors, stakeholders, clients or colleagues—everyone is accountable to someone. When a leader moves into a followership role, they need to adjust their communication approach and step back to let another lead.

"This is where the servant leadership mindset comes into play, recognizing that no matter what your role, whether in the C-suite or on the frontlines, you're one piece of the organization, serving your mission, your customers and your business," says John Regentin, Senior Director, Gettysburg Leadership Experience powered by FCCS. "When you must follow as well as lead. How do you align with both people and purpose?"

Two crucial behaviors are exhibited by the most effective followers – Critical Thinking and Active Engagement. Critical thinkers bring creativity, innovation, and the ability to deliver constructive feedback to enhance results. Followers that are actively engaged take on initiatives and assume ownership for accomplishing goals.

In the Emergent Leaders program at the Gettysburg Leadership Experience, the custom modules and case studies selected for the program focus on followership behaviors, key lessons and leadership skills for high-potential, next generational leaders.

Developing the diverse skills that leaders need calls for one's being willing to be vulnerable and ask other people for help or input. From talking to a supervisor about work assignments to asking peers for feedback on communication, the people around you possess a wealth of insights to help you develop. And most will welcome the opportunity to help you grow. Combine this with a mindset of continuous learning, and the resources you need to achieve your leadership goals are within reach.

Leadership Experiences at Gettysburg

For three tumultuous days in 1863, Gettysburg was the backdrop for one of the Civil War's most dynamic encounters. Decisions made, opportunities missed, passions sparked and leadership decisions changed the course of our country. Today, this setting is the site of powerful programs that will transform the way you lead, preparing you for your greatest challenges.

Come walk the fields and learn how choices made in the heat of battle forged leaders and lives. Discover how choices you make now can change your career and future.

Signature Leadership Experience

for individuals and small groups of all leadership levels.

Women of Distinction

for women leaders from all levels of leadership.

Emergent Leaders

for individual contributors and those new to management.

Pursuit, Retreat & Resilience

Those in a position to influence organizational change.

Or talk to us about Custom and Dedicated Programs for Teams.

Email john.regentin@fccsconsulting.com or call 717-752-0495.

www.gettysburgleadershipexperience.com

