

Facing failure squarely is the essential first step in  
*recalibrating* options and building *resilience*.



## GETTYSBURG LEADERSHIP EXPERIENCE

POWERED BY FCCS

**SEPTEMBER 21-23, 2021**

**GETTYSBURG, PA**

*Registration Fee: \$2150.00*

## RETREAT & RESILIENCE AT THE GETTYSBURG LEADERSHIP EXPERIENCE

Leverage the lessons you learned during your first session at Gettysburg and integrate new knowledge of Lee's Retreat to Virginia and Lincoln's Visit to Gettysburg and their courses of action. Position your leadership style to guide both people and processes during times of intense challenge and adversity.

### Key Program Objectives Include:

- Recognizing the strategic purpose and power of retreat
- Recalibrating decisions and actions after tactical setback
- Maintaining courage and communications to fuel resiliency
- Applying a Clausewitz strategy to reduce downtime
- Regaining momentum and renewed sense of purpose
- Embracing the Level 5 paradox of personal humility/professional will
- Embarking on "The Unfinished Business"

# AGENDA

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## TUESDAY, SEPTEMBER 21

**5:45 p.m.**

Gettysburg Hotel

Meet in the lobby for group transportation to dinner

**6 p.m. to 8:30 p.m.**

Lodges at Gettysburg

**Group Reception and Dinner**

(Participants and Guests)

*Attire: Business Casual*

**8:45 p.m.**

Group transportation returns to Hotel

# AGENDA

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## WEDNESDAY, SEPTEMBER 22

**7 a.m. to 7:45 a.m.**

Stevens Room

Breakfast at Hotel

(Participants only)

**7:45 a.m.**

Meet in the lobby for reverse walk of Pickett's Charge

**8 a.m. to Noon**

Eisenhower Room

### **Lee's Retreat: The Walk of Reversal and Leadership in Adversity**

Instructor: Ambassador Lawrence Taylor

*Trip for return walk from the Army of the Potomac to the Army of Northern Virginia with Robert Proseri*

**Noon to 12:45 p.m.**

Stevens Room

Lunch at Hotel

(Participants only)

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

Eisenhower Room

### **Lee's Retreat: Retracing the Retreat and Reflection**

Instructor: Ambassador Lawrence Taylor

*Trip along Lee's retreat route through Monterey Pass to Penn Mar to view the Cumberland Valley with Robert Proseri*

**5:30 p.m. to 6:30 p.m.**

College Room

### **Group Reception**

Hors d'oeuvres and Cocktails

(Participants and Guests)

# AGENDA

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## THURSDAY, SEPTEMBER 23

**7 a.m. to 7:45 a.m.**

Stevens Room

Breakfast at Hotel

(Participants only)

**7:45 a.m. to Noon**

Eisenhower Room

**Lincoln at Gettysburg: Level 5 Leadership**

Instructor: Ambassador Taylor

*Trip to the Gettysburg National Cemetery with Robert Prospero*

**Noon to 12:30 p.m.**

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

**12:30 p.m.**

**Adjourn**

# PROGRAM INFORMATION

## 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	15.2 CPEs
Total CPEs*	<hr/> 15.2 CPEs

\*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, as appropriated by your organization's dress code) during the program and Business Casual for the group dinner. Pickett's Charge is a one mile walk through often muddy fields. Morning trips to the battlefield could also pose wet, dewy fields. Be sure to consider waterproof footwear for these outings. Appropriate clothing for the elements is strongly suggested as you will be transitioning between indoor classroom instruction and outdoor battlefield tours daily. Hats, gloves, umbrellas, raincoats, and heavy layers for the cooler months and hats, sunglasses, shorts, and breathable fabrics for the warmer, summer months are recommended. To view an accurate weather forecast of Gettysburg for your program, please [click here](#).

## Medical Conditions

The Gettysburg Leadership Experience incorporates indoor classroom instruction and outdoor battlefield tours daily. If anyone has a medical condition that may need to be addressed while out in the field, please make your facilitator and guide aware of these concerns. Pickett's Charge is a one mile walk through an open field. 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.

# PROGRAM MODULES & CASE STUDIES

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## DAY A: LEE'S RETREAT

### Case Study:

General Robert E. Lee had every reason to be optimistic at mid-day on July 3, 1863. But tides turned quickly, and the following day would find him writing these words in his Order for Retreat: *"The commanding general earnestly exhorts each corps commander to see that every officer exerts the utmost vigilance, steadiness, and boldness during the whole march."* What determines leadership excellence when setbacks occur?

### MODULE:

This exploration of Leadership in Adversity begins where your first Gettysburg Leadership Experience ended, with a walk back across the same land that Lee thought had been secured. It uses Lee's decision and direction to order his troops back as a springboard to discuss the value of retreat following failure, and how leaders can use that time best to affect follower morale and ultimate mission. It advances with a contemporary look at the insights of 19<sup>th</sup> Century military strategist General Carl Clausewitz (*Vom Kriege, On War*). And it provides a "riding Reflection" as you visit the site where the Army of Northern Virginia paused to regain strength and strategy.

## DAY B: LINCOLN & LEVEL 5 LEADERSHIP

### Case Study:

When President Abraham Lincoln was briefed on the Battle of Gettysburg and General Lee's successful retreat to save his remaining troops, he wrote a letter to Major General Meade stating: "Again, my dear general, I do not believe you appreciate the magnitude of the misfortune involved in Lee's escape. He was within your easy 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." *The letter was never posted.*

### MODULE:

This second day of RETREAT & RESILIENCE speaks to the heart of Level 5 Leadership: how enduring greatness is forged when personal humility and professional will are fired in the heat of challenge. This paradox yields rewards—and surprises—beyond what was initially envisioned. Was Lincoln a Level 5 Leader? What strengths were revealed in the aftermath of Gettysburg? How were the next leaders identified? And how can we apply lessons from that time of turmoil to prepare and guide our own enterprises for the unanticipated? In short, how can we move with strength and strategy into "The Unfinished Work"?

# FACULTY

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## **Robert Ginnett**

### *Facilitator/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 10<sup>th</sup> edition.

## **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.

## **Robert Prospero**

### *Guide*

Bob Prospero 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.

# ACCOMMODATIONS AND TRAVEL



## 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 **August 21, 2021** to make your reservations or [click here](#) to reserve online, be sure to use the Group Code **092121**. To ensure you receive the group rate, please identify yourself as part of the FCCS 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 72 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 AND TRAVEL

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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. Advanced 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.

