



STEP INTO THE LANDSCAPE
WHERE *leadership* LIVES.



GETTYSBURG
LEADERSHIP EXPERIENCE

POWERED BY FCCS

WOMEN OF DISTINCTION

NOVEMBER 1-4, 2021

Registration Fee: \$2,750

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

MONDAY, NOVEMBER 1

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

College Room

Welcome Reception

Hors d'oeuvres and Cocktails
(Participants and Guests)

AGENDA

TUESDAY, NOVEMBER 2

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

Grand Ballroom

Breakfast at Hotel

(Participants only)

8 a.m.

Meet in Hotel Lobby for Group Transportation for the Learning Excursion

8 a.m. to Noon

Gettysburg Heritage Center

Learning Excursion

Gettysburg Heritage Center, *Tammy Myers, President*
Excursion Guide: Therese Orr

(Participants only)

Noon to 12:45 p.m.

Grand Ballroom

Lunch at Hotel

(Participants only)

1 p.m. to 5 p.m.

Grand Ballroom

Anticipatory Leadership

The High Ground

Instructor: Dan Chase

Trip to Battlefield: McPherson's Ridge with Guide Therese Orr

5:45 p.m.

Hotel Lobby

Meet in Hotel Lobby for Group Transportation to Group Networking Reception

6 p.m. to 7 p.m.

TBD

Group Networking Reception

Speaker: Janet Riggs, PhD., former President of Gettysburg College
(Participants only)

7 p.m.

Group Transportation returns to Hotel

Evening On Your Own

AGENDA

WEDNESDAY, NOVEMBER 3

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

Grand Ballroom

Breakfast at Hotel

(Participants only)

8 a.m. to 9:30 a.m.

Grand Ballroom

High Ground Reflection & Applications

Instructor: Jeff Harding

9:30 a.m. to Noon

Grand Ballroom

Transactional & Transformational Leadership

The Left Flank

Instructor: Lisa Cavanaugh

Noon to 12:45 p.m.

Grand Ballroom

Lunch at Hotel

(Participants only)

1 p.m. to 3 p.m.

Transactional & Transformational Leadership

The Left Flank

Trip to Battlefield: Little Round Top with Guide Chuck Burkell

3 p.m. to 5 p.m.

Left Flank Reflection & Application

Gettysburg Walking Tour

Evening On Your Own

AGENDA

THURSDAY, NOVEMBER 4

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

Grand Ballroom

Breakfast at Hotel

(Participants only)

8 a.m. to 11:45 a.m.

Grand Ballroom

Dual Role of Leader & Follower

The Peach Orchard

Instructor: Chuck Burkell with Diana Loski

Downtown Gettysburg Site Visits & Walking Tour

11:45 a.m. to 1:30 p.m.

Dobbin House Tavern

Group Lunch & Learn

Dobbin House Tavern, *Jacqueline White, Owner*

(Participants only)

1:45 p.m. to 3:45 p.m.

Grand Ballroom

Predictable Surprises

Lee and Longstreet at the Moment of Decision

Instructor: Scott Taylor

3:45 p.m. to 5:30 p.m.

Predictable Surprises

Lee and Longstreet at the Moment of Decision

Instructor: Scott Taylor

Trip to Battlefield: Pickett's Charge and Gettysburg National Cemetery with Guide Jeff Harding

6:15 p.m.

Hotel Lobby

Meet in Hotel Lobby for Group Transportation to Dinner

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

Hickory Bridge Farm

Group Reception & Dinner, and Closing Presentation

Hickory Bridge Farm, *Mary Lynn Martin, Owner*

(Participants and Guests)

Attire: Business Casual

8:45 p.m.

Group Transportation returns to Hotel

9 p.m.

Adjourn

AGENDA

CPE Credits



FCCS 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.

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	33.6 CPEs
Total CPEs*	33.6 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.

AGENDA

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

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: THE DUAL ROLE OF THE LEADER AND FOLLOWER

Find the power in followership. Unlike his counterparts, General Daniel E. Sickles defied direct orders, setting in motion a cascade of negative consequences for Union forces at Gettysburg. *When you must follow as well as lead, how do you align with both people and purpose?*

Case Study: The Peach Orchard

General Dan Sickles at Gettysburg shows us a type of “followership” which greatly weakened the Union position on Day Two because of his independent action to move his division to another position on the battlefield. The model of “followership” that is used helps participants understand both themselves as followers and how to develop the kinds of followers we need in complex organizations.

PROGRAM MODULES & CASE STUDIES

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.

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Jeff Harding

Facilitator/Instructor/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 groundbreaking 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.

Chuck Burkell

Instructor/Guide

He serves as a Consultant to FCCS in support of *The Gettysburg Leadership Experience* Program. He is a Licensed Battlefield Guide at the Gettysburg National Military Park and has personally guided hundreds of executives and managers on the Battlefield during Staff Rides and other educational programs. Chuck has a Masters of Business Administration (MBA) Degree from Mt. St. Mary’s University and a BS in Technical Education from the University of Akron. He and his wife Mary Jo reside within one mile of the Gettysburg National Military Park.

Chuck has served as Associate Professor for Mt. St. Mary’s University within their Graduate Program of Business and as a supporting faculty member at the Kennedy School of Government – Harvard University within the *The Art & Practice of Leadership Development Program*. He has authored numerous journal articles, case studies, leadership curricula, and other publications. He co-designed the *Adaptive Leadership Instrument* with Cambridge Leadership Associates, a multi-rater leadership development assessment tool.

Dr. Dan Chase

Instructor

Dr. Dan Chase is originally from Laie, Hawaii and is a founding partner/consultant at Actualized Performance Solutions (APS). He also currently serves as a Leadership Development Consultant for the

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State of Utah. Dan has presented as a keynote speaker for various associations and organizations across the country and has consulted with many public and private organizations, including management and executive coaching.

Formerly Dan was an adjunct faculty member for the Organizational and Leadership Strategy Department at Brigham Young University (BYU) and the Communications Department and the Woodbury School of Business at Utah Valley University. He is currently working with the State of Utah's Certified Public Manager Program. Dan earned an M.P.A. from BYU emphasizing in organizational behavior and HR and a Ph.D. from the University of Utah with a research emphasis on the institutional leadership of Abraham Lincoln. He and his wife, Annie, reside in Riverton, Utah and have two sons, Dallas and Eric, and a girl, Aly.

Lisa Cavanaugh

Instructor

Lisa Cavanaugh is Vice President of Leadership Development Experiences for FCCS's Accelerate Center, where she leads a team in developing and executing best-in-class leadership development and experiential learning strategy and programs.

"I'm passionate about delivering powerful leadership development programs that help people and organizations do more than they thought they could, and that have a truly transformative, lifetime impact," says Lisa. "I bring a genuine curiosity to my client relationships so I can understand their challenges and learning styles, and how best to support them to achieve their goals."

Lisa brings more than 20 years of learning and development experience to her role, most recently serving as managing director for the Center for Creative Leadership responsible for delivering positive and effective leadership development experiences for senior executive leaders. She also previously served as vice president of organizational effectiveness and business strategy for Magna Energy Services, global director of learning and development for the Bristow Group, and in several roles for Key Energy Services including vice president of organizational development, senior marketplace director, business development director and director of business strategy. She began her career in management consulting with Accenture.

Lisa earned a bachelor's degree in liberal arts and sciences from the University of Illinois and a master's degree in applied industrial/organizational psychology from Colorado State University.

Scott Taylor

Instructor

Scott is an accomplished leadership development facilitator, instructional designer and senior manager who has almost 20 years of experience working in large and small organizations, including international experience. His successful leadership programming and insights have been published in the book *Experience-Driven Leader Development* by the Center for Creative Leadership.

Scott honed his perspective on leadership and learning while earning a Master's degree from Harvard's Kennedy School and through professional experiences ranging from a senior management role at Teach For America to an outdoor expedition guide of multi-week trips for low income teenagers. His facilitation skills have been developed across a wide variety of settings from consumer focus groups for a

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national advertising agency, to cross-cultural programs as a Peace Corps volunteer, to major professional development conferences and intense small group learning experiences. He is on the board of LEAP, an arts education non-profit serving students in the Bay area.

Scott lives in San Francisco where he loves exploring the outdoors, does an occasional triathlon and is known to savor hoppy beers.

Therese Orr

Guide

Therese Orr was raised in Missouri and Oklahoma. Following graduation from High School, she enlisted in the United States Navy, serving 3 years on Active Duty and 27 years in the Navy Reserve, retiring as a Senior Chief Intelligence Specialist in 2007. Therese was a stay-at-home mom until her youngest child graduated from high school. Over the years, she has worked various part-time jobs in municipal government, accounting and insurance. Before earning her Guide license in September 2016, she was Lead Assistant at the Rupp House History Center in Gettysburg, telling the story of the civilian experience during the 3-day battle.

Therese participated in a Facebook Live event with Garry Adelman and Tim Smith during the 2018 battle anniversary and had her choice for Gettysburg Unsung Hero published in the July 2019 issue of “America’s Civil War” magazine. She enjoys researching and providing specialty tours for guests of the battlefield, especially when the guest is a descendant of a Civil War soldier.

Therese is the proud mother of 3 children, and grandmother of 3. Her husband, children and grandchildren are the descendants of a Civil War soldier who died serving the Union Army at Gettysburg. Patrick is buried in the Soldiers National Cemetery. Learning about Patrick’s life and service is what inspired Therese to study for the Guide exam. She hopes her grandchildren will be inspired to continue to tell the story of Patrick’s sacrifice. Therese and her husband, Dan, have had their Gettysburg address since 2013.

ACCOMMODATIONS



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 **October 1, 2021** to make your reservations or [click here](#) to reserve online, be sure to use the Group Code **FCCS110121**. 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

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 301.633.4946 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.

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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

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

