

FROM THE BATTLEFIELD TO THE BOARD ROOM:
FINDING THE RIGHT TIME TO ACT



INSIGHTS ON LEADERSHIP FROM THE
1863 GETTYSBURG CAMPAIGN



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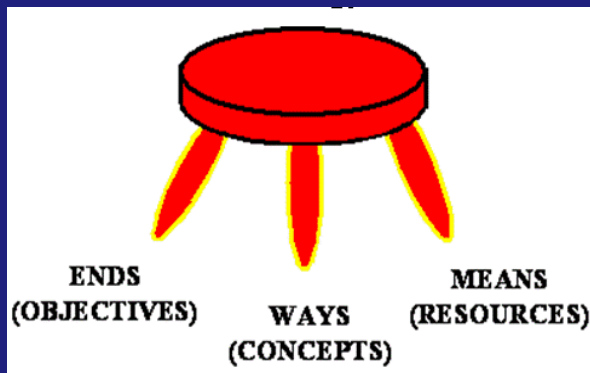
A Study in Strategy and Leadership

Take Away: Theory Matters



“War is merely the continuation of policy by other means.”

– Carl von Clausewitz



Strategy

Elements of Power



- Diplomatic
- Information
- Military
- Economic



Levels of War

War

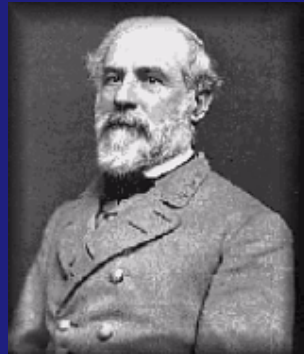
Campaigns

Battles

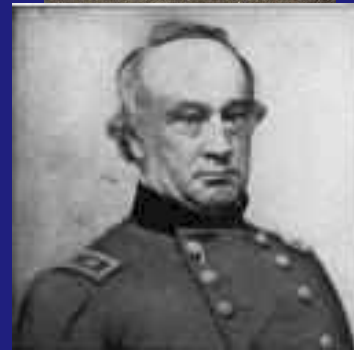
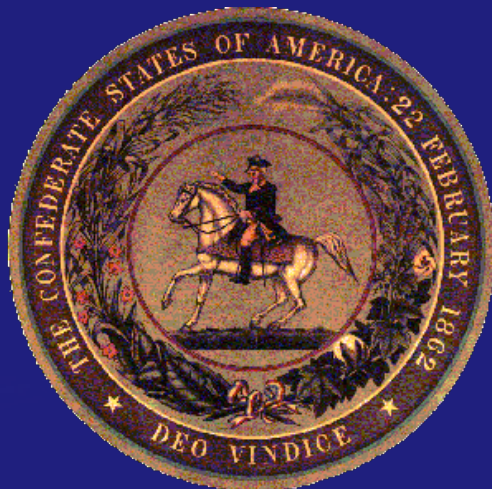


Levels of Leadership

National Policy Objectives (Ends)



“Independence”



“Preserve the Union”



Resources (Means) -- (1)



	<u>North</u>	<u>South</u>
Cities over 50K	15	1 (New Orleans)
Population	22,542,448	8,641,134 (5,582,222 white, 3,058,912 slave)
GNP (1860)	\$1,755M	\$145M
Value of Slaves	\$200M	\$2,800M
Exports (1860)	\$222M	\$27M
Imports (1860)	\$323M	\$12M
Industry (Factories)	110K	18K

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Resources (Means) -- (2)



	<u>North</u>	<u>South</u>
Railroads (1860)	22,085 Miles	8541 Miles
Ships (1860)	10,585	819
Agriculture (1860)		
Horses	4.5M	1.7M
Cattle	13.7M	9.7M
Sheep	18.3M	5M
Wheat	140M Bu	31M Bu
Corn	550M Bu	280M Bu
Oats	153M Bu	20M Bu
Portion of Productive capacity	92%	8%

75% of all cotton grown in the world in 1860 is grown in the South

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Strategy (Ways)

TAKE AWAY: STRATEGY MATTERS



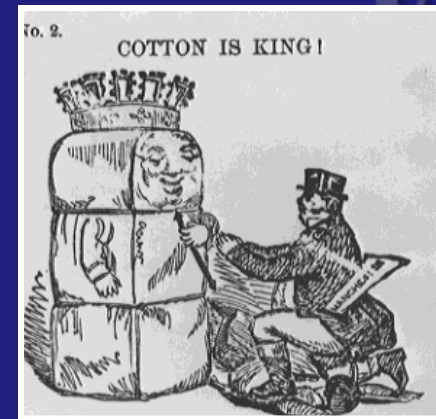
- South - **Defensive** (**Exhaust** the North)
 - Perimeter Defense, 1861-2. FAILED.
 - King Cotton Diplomacy. FAILED.
 - Limited Offensives: “Defensive-Offensive”
 - Exhaustion of Northern political will more likely through repeated and frequent defeats of USA armies.
- North - **Offensive** (**Defeat** the South by force of arms; **Attrition**)
 - “Anaconda Plan” with Naval Blockade
 - “On to Richmond!” (East); control the Mississippi (West) and drive through TN
 - 1863: ID of a CSA COG: Confed. armies.



Davis



Lincoln



Strategic Situation - June 1863



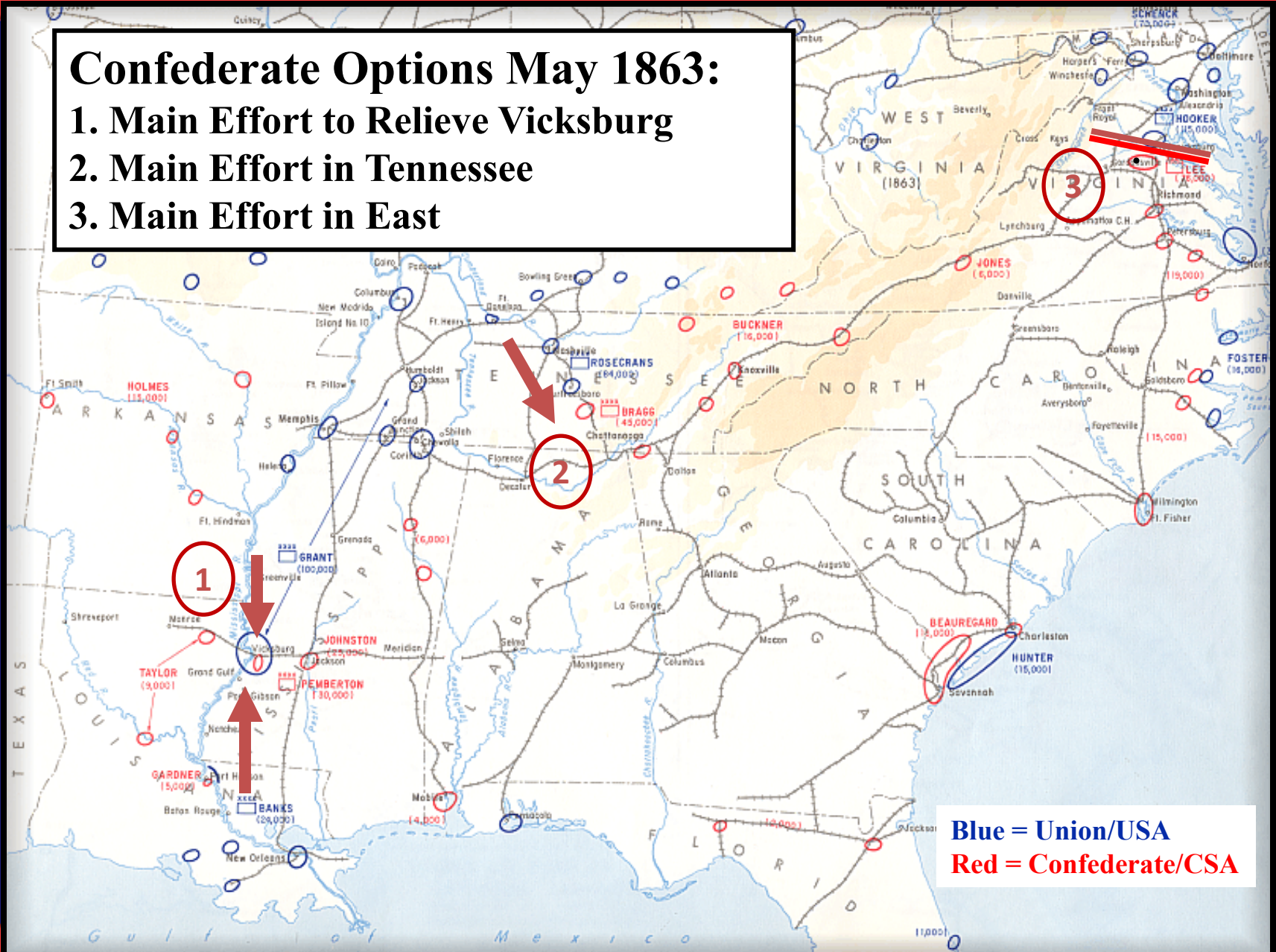
- Second Full Year of the War
 - Battles of Antietam, Fredericksburg & Chancellorsville
 - East: CSA slightly winning...
 - Vicksburg Campaign; Tennessee
 - West: USA winning...
 - Emancipation Proclamation = Union winning the “D” and “I”
 - Confederate “E” beginning collapse
- Lee Seizes the Strategic Initiative
 - Richmond Conferences, May-June
 - Three Options...

TAKE AWAY: SUCCESS ISN'T ONE-DIMENSIONAL



Confederate Options May 1863:

1. Main Effort to Relieve Vicksburg
2. Main Effort in Tennessee
3. Main Effort in East

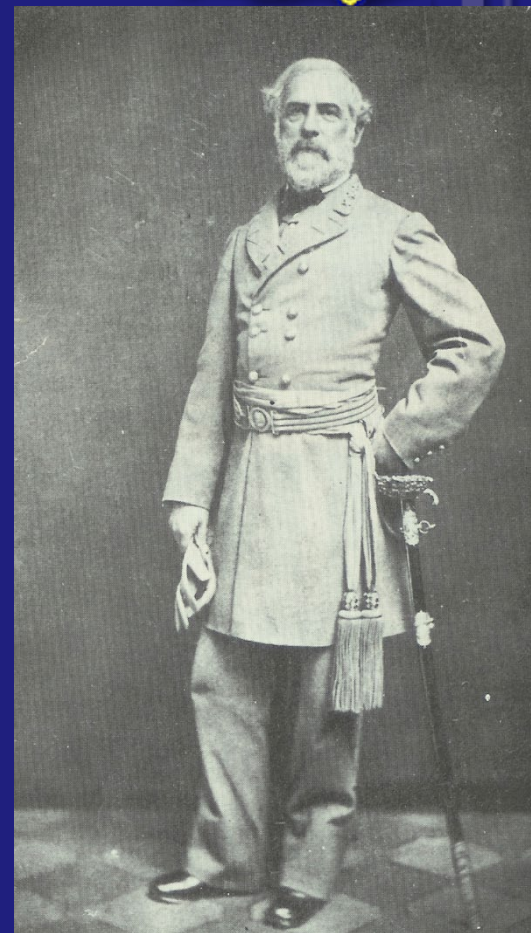




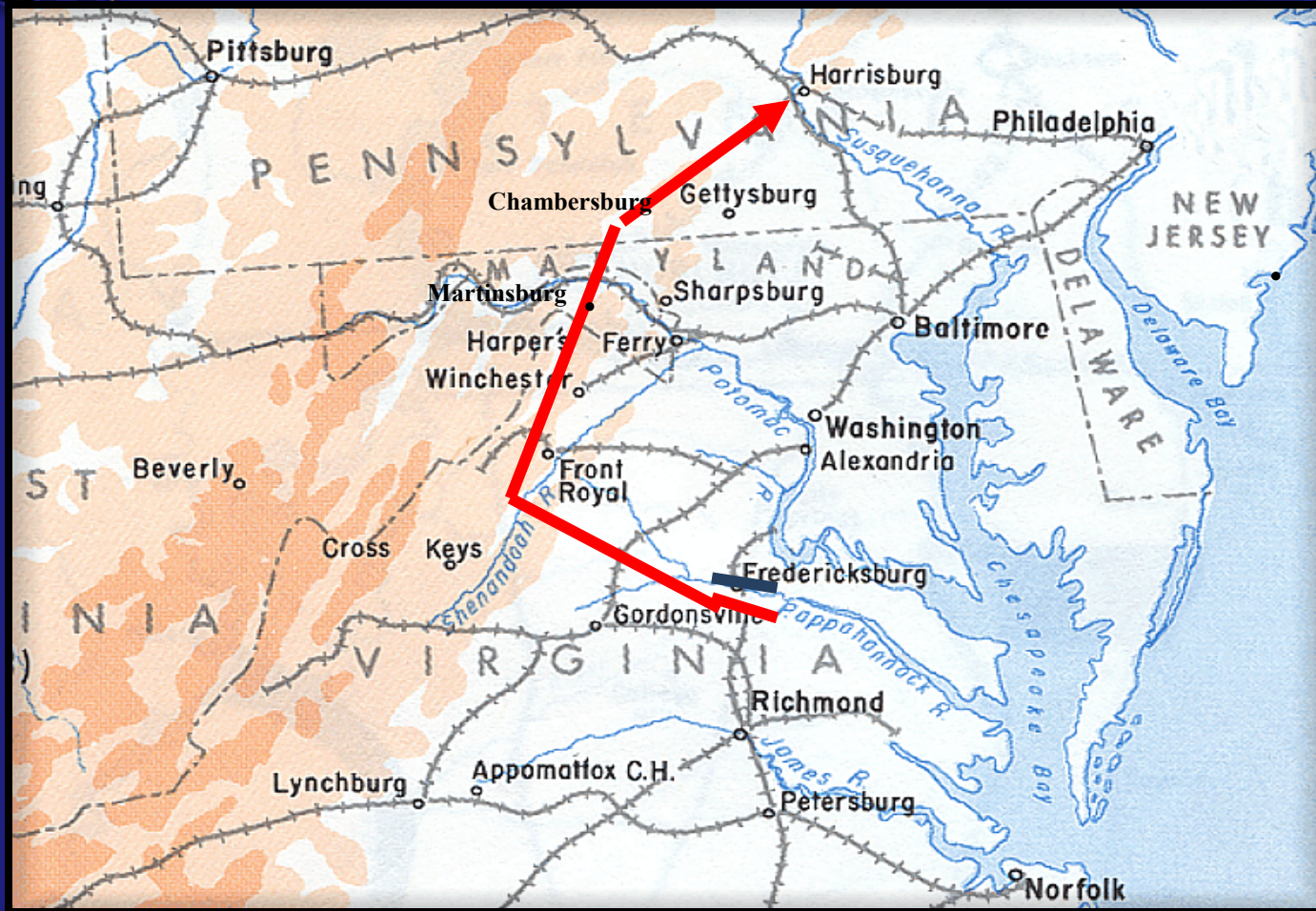
Lee's Invasion Plan



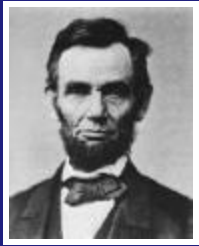
- Seize the initiative from the Yankees in East
- Objectives:
 - Strategic: Bring about a political settlement through collapsing Northern civilian will; burn out PA coal mines.
 - Logistics: Re-supply ANV, relieve VA farmers.
 - Operational: Sever Union LOCs across the Susquehanna River, capture Harrisburg.
 - Tactical-Strategic: Accept battle if obtainable under favorable conditions, *defeat enemy decisively* to achieve Strategic objectives.
- Understanding Lee at Gettysburg:
 - Hoping to badly damage Federal AOP in Decisive Battle.
 - He Knows Time is Running Out in Rest of CSA DIME... Burden on Him to Produce Results.
 - TAKE AWAY: HE WHO SELLS THE PLAN MUST DELIVER!



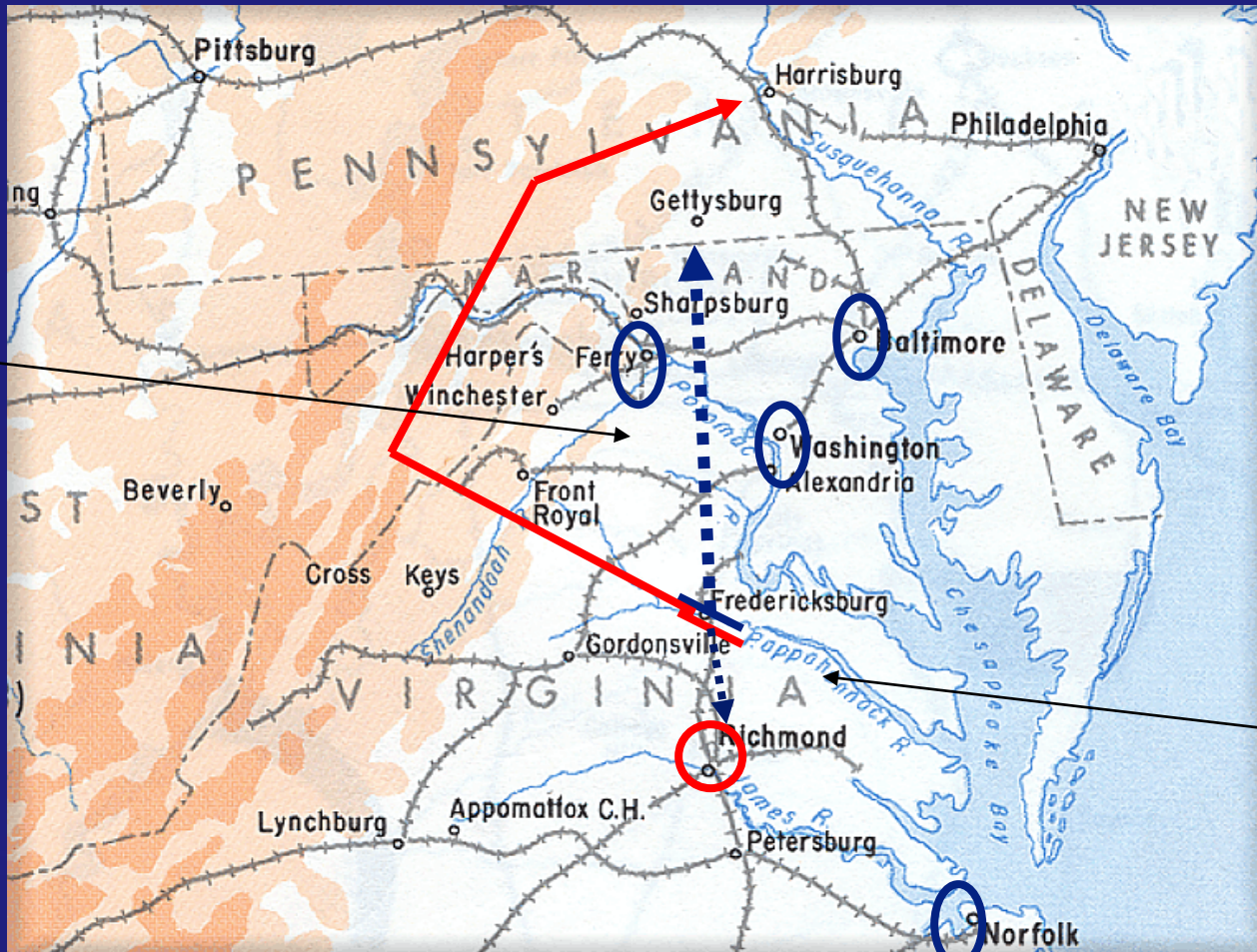
Lee's Invasion: Line of Operations



Union Courses of Action



“Find and fight Lee’s army...”



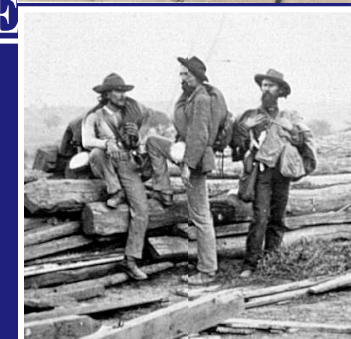
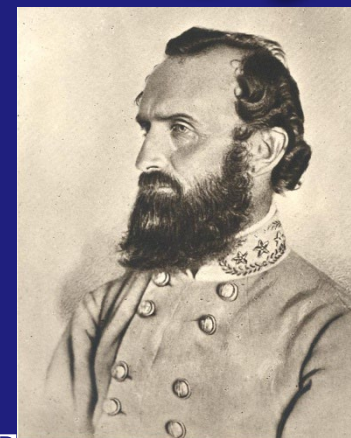
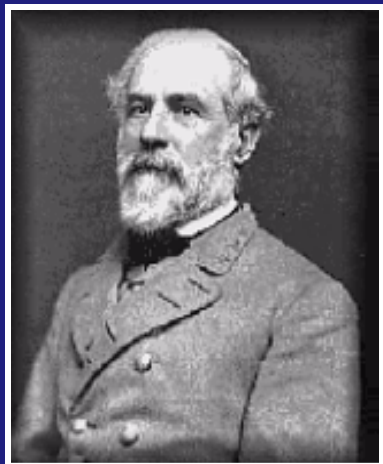
“On to Richmond!”

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CS Army of Northern Virginia



- Commander - Robert E. Lee
 - Army of Northern Virginia (75,000)
 - 3 Infantry Corps
 - 1 Cavalry Division
 - Artillery (265 in 60 Batteries)
 - TAKE AWAY: LEADERS MATTER
 - TAKE AWAY: TEAMS ARE FRAGILE



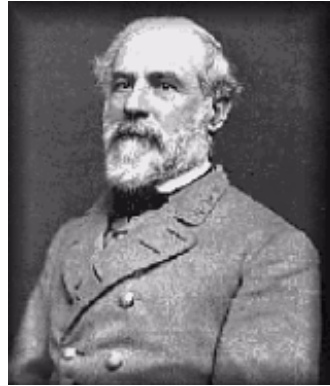
May 1863

Reorganization

June 1863



Confederate Commanders



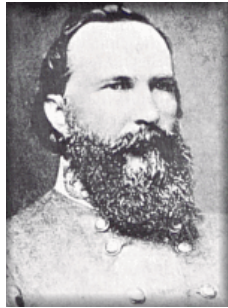
Lee

USMA 1829



Stuart

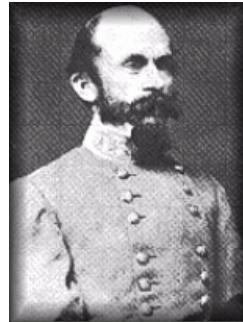
USMA 1854



I Corps

Longstreet

USMA 1842



II Corps

Ewell

USMA 1840



III Corps

A.P. Hill

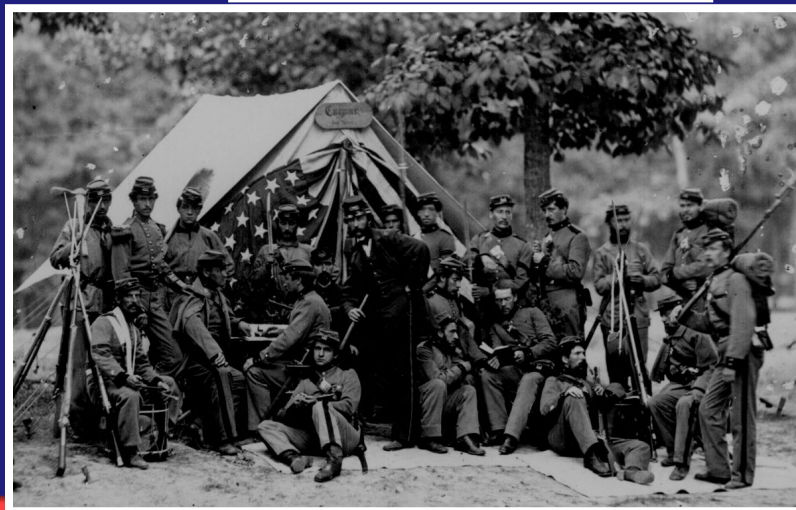
USMA 1847



US Army of the Potomac



- **Commander – Joseph Hooker**
 - Army of the Potomac (95,000)
 - 7 Infantry Corps
 - 1 Cavalry Corps
 - Artillery (372 in 65 Batteries)
 - **TAKE AWAY: ORG. CLIMATE & HISTORY MATTER**



Army of the Potomac

Artillery

Cavalry

Reynolds

Hancock

Sickles

Sykes

Sedgwick

Howard

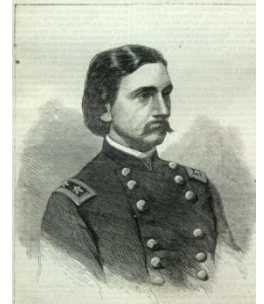
Slocum

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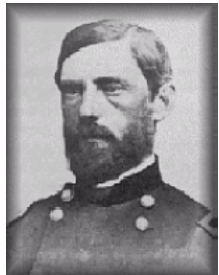
Union Commanders



Meade
USMA 1835



Warren
USMA '50



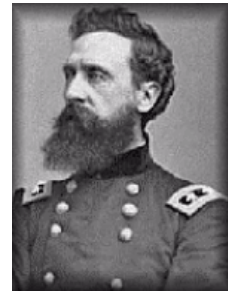
Reynolds
I
USMA '41



Hancock
II
USMA '44



Sickles
III



Sykes
V
USMA '42



Sedgwick
VI
USMA '37



Howard
XI
USMA '54



Slocum
XII
USMA '52

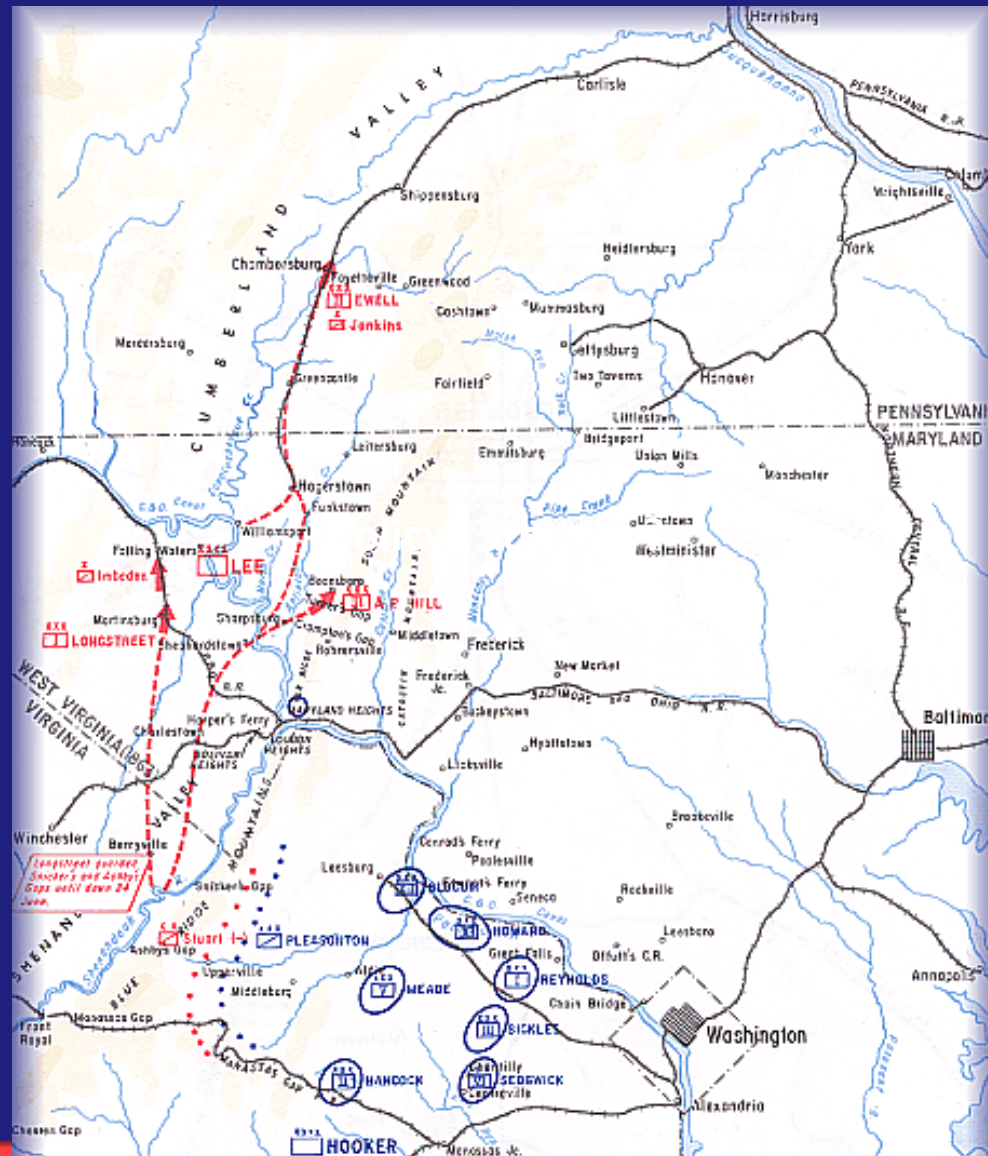
Army Organization



	XXX	<u>Union</u>	<u>Confederate</u>
	CORPS	12,000 to 14,000	24,000 to 28,000
	XX		
	DIVISION	X2 or 3 3,000 to 7,000	6,000 to 14,000
	X		
	BRIGADE	X2, 3 or 4 800 to 1,700	1,500 to 2,000
	III		
	REGIMENT	X4, 5, or 6 1,000 (start of war) ~ 350-450 (by 1863)	
	II		
	COMPANY	x10 35-40 men	

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Lee Moves North...3 - 27 June



THE ENEMY IS APPROACHING!

I MUST RELY UPON THE PEOPLE FOR THE

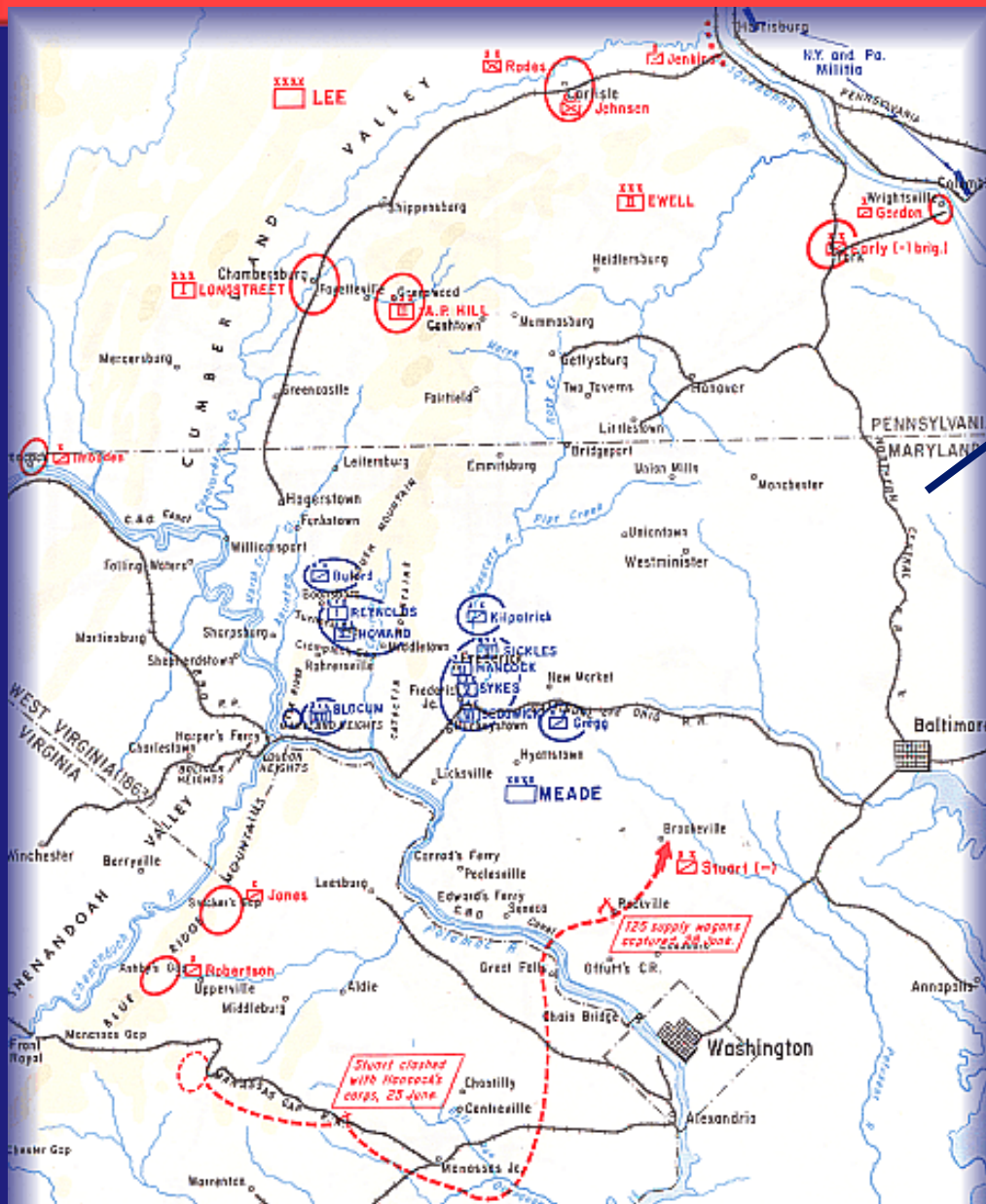
DEFENCE of the STATE!

AND HAVE Called THE MILITIA for that PURPOSE!

A. G. CURTIN, Governor of Pennsylvania.

THE TERM OF SERVICE WILL ONLY BE WHILE THE DANGER OF THE STATE IS IMMINENT.

Situation: 28 June 1863

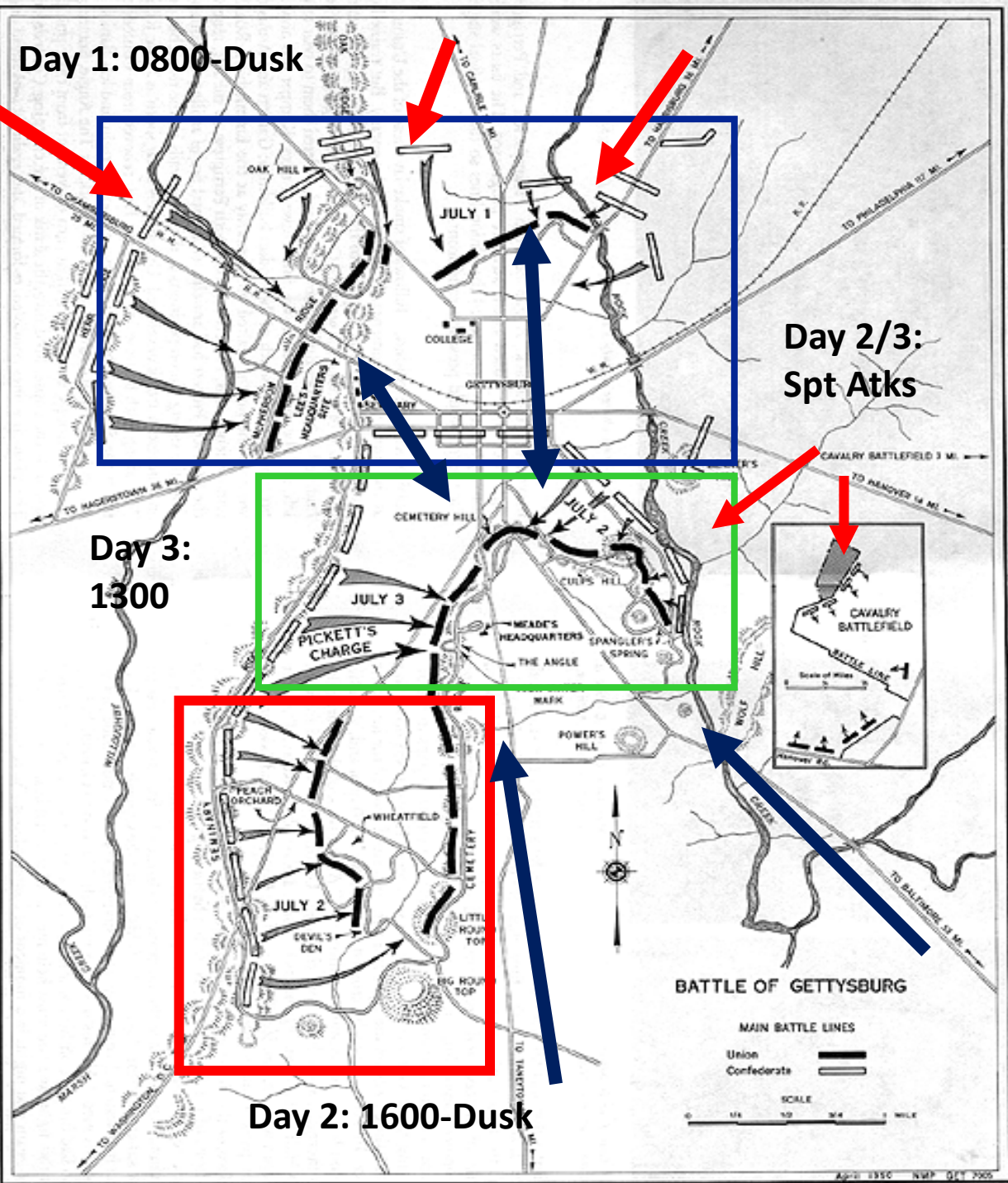


- Lee Learns AOP is Across Potomac
 - Lee Orders Concentration at Cashtown/Gettysburg
 - Meade Replaces Hooker
 - Stuart's "Ride" underway
- TAKE AWAY: TIME MATTERS**
TAKE AWAY: INTEL MATTERS



3 Battles in 3 Days at Gettysburg

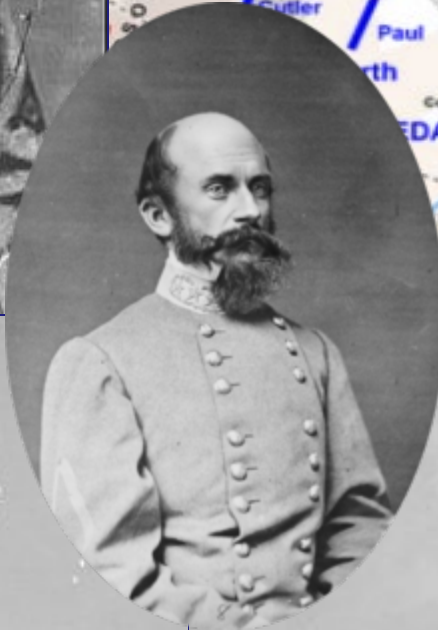
Day 1: 0800-Dusk





JULY 1: TAKE- AWAYS

- JOHN BUFORD AND JOHN REYNOLDS: VISIONING THE TERRAIN.
- HARRY HETH AND COGNITIVE DISSONANCE: SEEING WHAT YOU WANT TO SEE.
- REPEATING CARBINES: TECH MATTERS.
- LEE: THE COUP D'OEILE MOMENT (EXPERIENCE MATTERS)
- BILLY BARLOW: THE INSUBORDINATE SUBORDINATE AND HIS ILL FRUIT.
- THE HAPLESS 11TH CORPS AND NEXUS POINTS.
- RICHARD EWELL, R.E. LEE, AND "IF PRACTICABLE" DECISIONS.

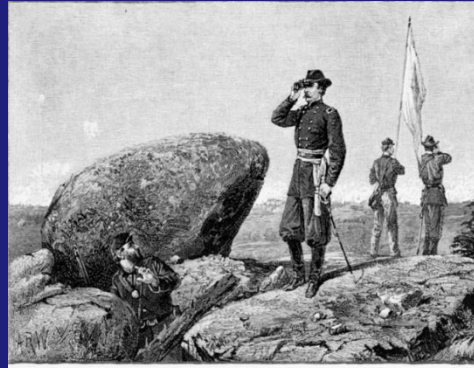
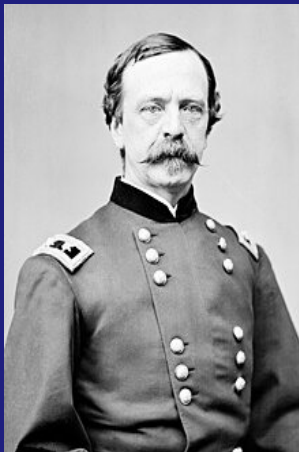
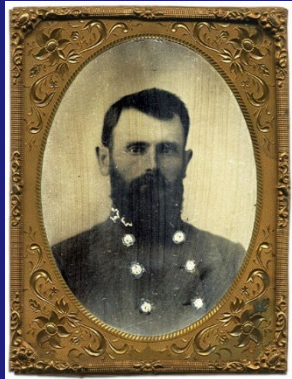


JULY 2: TAKE-AWAYS

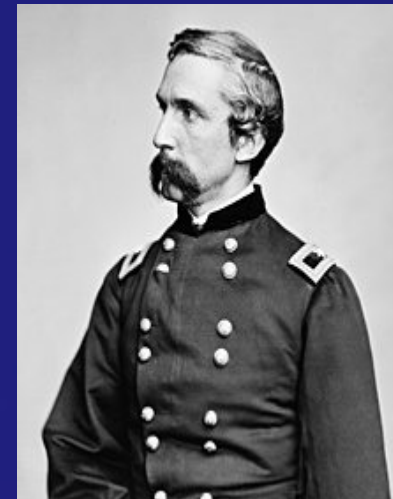
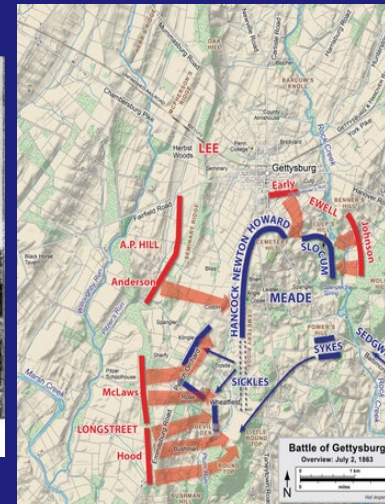


- CAPTAIN JOHNSTON: THE SHELF LIFE OF INTEL AND KNOWING YOUR ENEMY.
- JAMES LONGSTREET AND THE TROUBLESOME (NECESSARY) SUBORDINATE.
- THE REBEL MARCH TO THE FLANK: MANAGING CHANCE AND FRICTION.
- DAN SICKLES AND GEORGE MEADE: MANAGING THE DANGEROUS SUBORDINATE.
- G. K. WARREN AND OPPORTUNISTIC TROUBLESHOOTING.
- CHAMBERLAIN AND CRISIS DECISION-MAKING: CREATIVITY, LOGIC, AND EXPERIENCE.

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GENERAL G. K. WARREN AT THE SIGNAL STATION ON LITTLE ROUND TOP.
FROM A SKETCH MADE AT THE TIME.

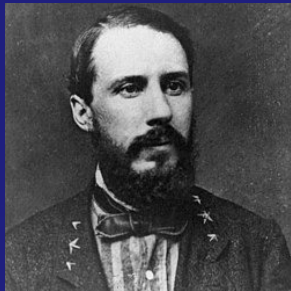
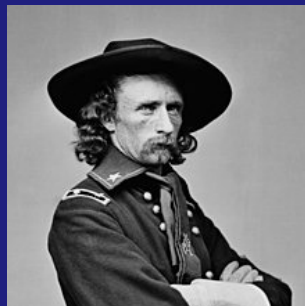
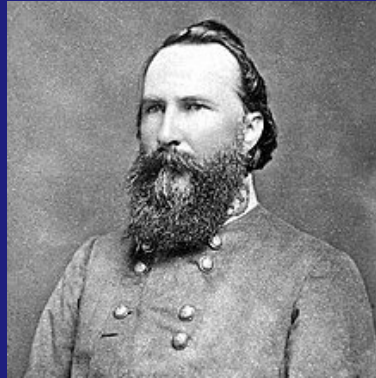




JULY 3: TAKE- AWAYS



- LEE: MAKING THE BEST OF A TOUGH SITUATION.
- LEE: COMPLEX PLANS ARE RISKY.
- MEADE: DEDUCTIVE REASONING AND CONTINGENCY PLANS.
- E.P. ALEXANDER: YOU DON'T KNOW WHAT YOU DON'T KNOW.
- LONGSTREET AND WHEN TO VOICE OPPOSITION TO A PLAN.
- HANCOCK AND PICKETT'S MEN: PHYSICAL AND MORAL COURAGE.
- CUSTER: THE TROUBLESOME (CORRECT) SUBORDINATE!
- LEE: "ALL THIS IS MY FAULT": ACCEPTING RESPONSIBILITY.



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Results

SHEER HUMAN DESTRUCTION

“Future years will never know the seething hell and the black infernal background of this war and it is best that they should not. The real war will never get in the books.”

Walt Whitman

(young newspaperman)



• Casualties

- North: 23,049 of 95,000 (24%)
- South: ~25,000 of 75,000 (33%)
- **But campaign totals different...**



Aftermath: Long Term



- Gettysburg Address:

Lincoln gives Political Significance to the Battle

- New Policy Aim:

“Four score & seven years ago...” & “...new birth of freedom,”

- Cost in Blood & Treasure Beyond Point of No Return:

“...last full measure of devotion-” & “...highly resolve that these dead shall not have died in vain-”

Gettysburg is a Tactical Event with Strategic-Political Effect

TAKE AWAY: STRATEGIC MESSAGING IS KEY

