★THE★

GETTYSBURG BATTLEFIELD LEADERSHIP

★RETREAT★

Travel to a Historical Destination and Study Real Leadership Examples in a Very Different Time and Place



The Performance Institute

In Association with:

ASMI
American Strategic Management Institute

May 21-22, 2012 AND September 6-7, 2012
Gettysburg, PA

Examine the Enduring Lessons Learned from The American Civil War to Understand how to Successfully Navigate Today's Leadership Challenges

Earn up to 13 CPE Credits!

PERFORMANCEINSTITUTE.ORG/GETTYSBURG



A Message from the Executive Director

Dear Colleague,

Success in government or private industry can be measured in a number of ways and can be impacted by several factors. However, the one decisive factor in any successful endeavor is leadership. Strong and decisive leadership brings all of the other factors together and is the one indispensable component that can make the difference between success and failure - greatness and mediocrity. No matter what organization you work in, you inevitably will be faced with a situation in which you have to make a decision. Whether you are managing four people, forty people, or forty thousand people, the decisions you make and your ability to lead will have a significant impact on those you lead and those you serve.

The Gettysburg Leadership Retreat will take up to 23 leaders and managers from a variety of industries and get them out of the office and into a totally different setting that will allow them to focus on their leadership challenges by studying real examples in a very different time and place. This is achieved by using the lessons and stories from the American Civil War's Battle of Gettysburg which took place on July 1-3, 1863.

How You Will Benefit

Why "tell stories" from something that happened more than 140 years ago? The philosopher Edith Wyschogrod has observed that, "for all their importance, neither ethical principles nor moral theories actually motivate anyone. What motivates people are stories, narratives, accounts of situations in which choices must be made and stands taken. Narratives speak to the inner spirit. They link the moral reasoning we do in our heads to the courage and empathy that must come from the heart." In short, they help us become the people we want to be.

On the battlefield a leader's decisions take on a white-hot intensity, played out in full public view, with clear-cut winners and losers. The leader in today's government should look for lessons in this rawest form of competition. This seminar will focus on decisions, many made in the heat of battle, but will not glorify war. It will focus on strategy and tactics, not on the appalling human carnage, which most of these men abhorred. The Civil War was perhaps the critical moment in America's history. It shaped and defined us as a nation. Gettysburg was the bloodiest battle in the war and a turning point in American history. It is a natural laboratory to study the enduring lessons of leadership, communications and decision-making, particularly under crisis conditions. The "Gettysburg Leadership Retreat" is based on these principles.

You are invited to join us in Gettysburg, PA for this very special and innovative seminar.

I look forward to having you there!

Sincerely,



Ted Kniker
Executive Director, The Performance Institute

Please note this event will be running rain or shine.
We look forward to a great event!

Who's Attending?

- ✯ Leaders or Team Directors
- ✯ Agency Division Directors
- ✯ All new and Existing Managers



DAY 1

7:30 AM

Breakfast/Briefing at the Hotel

- ★Background on the Gettysburg Leadership seminar
- ★Leadership principles/attributes
- ★Why examine warfare? The Civil War? Gettysburg?
- ★Brief overview of American Civil War and Gettysburg Campaign
- ★The Key Players
- ★How To Build a Winning Team
- ★The Stage is Set
- ★Q & A

8:45 AM

Board Bus in Front of Hotel

9:00 AM

The Gettysburg Leadership Seminar

STOP #1 – McPherson's Woods

Examination of the decisions made by Union Generals John Buford and John Reynolds on Day One of the battle to take on the Confederate army even though outnumbered in order to hold onto the high ground for the rest of the Union army to occupy.

Themes:

- ★Taking and encouraging risk
- ★Be prepared to absorb mistakes
- ★Effective leadership styles: building a team that will take initiative, calculated risks, show imagination and courage to make the right decision

STOP #2 – Oak Ridge/Fire Tower

Examination of the arrival of the Confederate 2nd Corps on the battlefield and the fight between the Confederate 2nd Corps and the Union First and 11th Corps north of Gettysburg.

Themes:

- ★Know your subordinates (based on the dynamics of General Lee's interactions with his new Corps Commanders Richard Ewell and A.P. Hill on Day One at Gettysburg)
- ★The importance of good morale in team performance (looking at the low morale of the Union 11th Corps and how that poor morale contributed to their defeat on Day One).
- ★Keep the boss informed: a look at the importance of good communication and how building good communication can make a critical difference when an organization has to deal with a crisis.

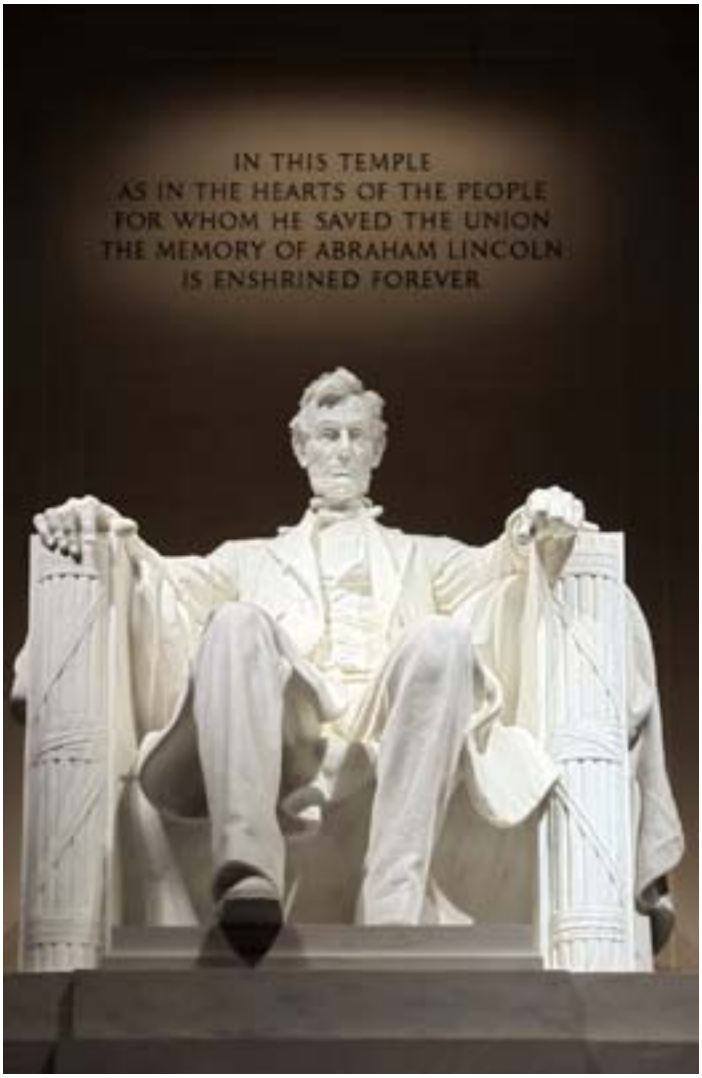
STOP #3 – Cemetery Hill

Examination of Union Generals Hancock and Howard's decision to make a stand south of town on Cemetery Hill, as well as Confederate General Ewell's indecision and delay in attacking Cemetery Hill at the end of Day One.

Themes:

- ★Dealing with changing situations: make tough, sound decisions on time
- ★Interaction between leaders and subordinates: rely on trained subordinates
- ★Be present, be visible
- ★Take advantage of the expertise on your team
- ★Character and integrity do matter

Lunch at General Pickett's Buffets, Gettysburg, PA





DAY 1

STOP #4 – Virginia Monument

Examination of the meetings that the two opposing commanders had on the evening of Day One and the morning of Day Two, and their interactions with key subordinates.

Themes:

- ★ Collaborative decision-making
- ★ How best to absorb and sort out input from subordinates
- ★ Getting your team to act in concert in a crisis

STOP #5 – Observation Tower on Confederate Avenue

Examination of the Confederate flank attack on Day Two, including the actions of Union General Dan Sickles.

Themes:

- ★ Communication is critical – at all levels of management
- ★ When in doubt…spell it out: clearly explained missions, standards and priorities
- ★ Be positive, encouraging and realistically optimistic
- ★ Don't let arrogance cloud judgment

STOP #6 – Little Round Top

Examination of the actions of Union and Confederate commanders in the defense and attack of this key terrain feature. This will include an in-depth look at Col. Joshua Chamberlain of the 20th Maine and his inspiring story of critical decision-making.

Themes:

- ★ The importance of risk taking and initiative
- ★ Don't be afraid to "think outside the box" (Chamberlain's bayonet charge)
- ★ Staying calm under pressure – and this impacts every person on your team

STOP #7 – Seminary Ridge, the Virginia Memorial

An overview of the situation at the end of Day Two and an examination of General Robert E. Lee's decision to remain on the battlefield on Day Three and attack the Union center – Pickett's Charge. As participants are able, group will walk "Pickett's Charge (about 1 mile). Those not able or willing to walk will be transported to the next stop via bus.

Themes:

- ★ The importance of communicating clearly with subordinates
- ★ Being aware of changing circumstances and the ability to make decisions based on this awareness (don't fall victim to wishful thinking)
- ★ Stay informed and know how to use the information you have (a look at the outstanding intelligence work done by the Union army during the battle and how that intelligence played a critical role in General Meade's decision to stay and fight on Day Three)

STOP #8 – The Angle, Cemetery Ridge

Examination of Pickett's Charge and the Union repulse of Lee's last offensive on Day Three.

Themes:

- ★ Courage and strong leadership can make a vital difference in success or failure
- ★ Take responsibility for failure (Lee's response to the failure of Pickett's Charge)
- ★ Absorb mistakes and learn from them

STOP #9 – National Cemetery

Overview of the aftermath of the battle, including Lincoln's Gettysburg Address. Also examine the course the Civil War took following Gettysburg.

Themes:

- ★ Vital importance of communication
- ★ Gettysburg Address: concisely explaining and outlining short and long term goals.
- ★ How to deal with political oversight of military operations.

5:00 PM

Return to Hotel and Day 1 Adjourns.



DAY 2

8:30 AM

Breakfast/De-Briefing

- ★ Review of the Gettysburg Leadership Seminar
- ★ Question and Answer about the battle and the seminar
- ★ Brief historical overview of what transpired in the Civil War after the Battle of Gettysburg
- ★ Synopsis of the personal post-battle experiences of some of the key players at the Battle of Gettysburg
- ★ Summary of the basic leadership principles discussed

10:15 AM

Role Playing Exercises

Leadership Under Fire...

- ★ Participants will be broken up into three teams. Each team will be given a different scenario from the Battle of Gettysburg and will assume the role of a Civil War commander facing a critical decision. Several options will be provided. Each team must choose an option, and then they must justify the decision based upon the leadership principles discussed over the past day. There are no wrong answers.
- ★ Participants will present their answers and justification to the group
- ★ Discussion about the decisions will be encouraged with an emphasis on how these decisions and principles can be applied to real-life challenges.

11:30 AM

Check out of the Hotel

Return to the Conference Room

12:30 PM

LUNCH PROVIDED

1:30 PM

Real-Life Solutions and Wrap-Up

Leadership Roundtable

- ★ Participants will be asked to identify challenges they are facing in the workplace and how they might try and address those challenges differently based on the leadership principles discussed during the seminar. Participants will identify specific actions that can take within their organizations, and, most important, specific habits they can adopt or incorporate into their daily routine that will improve their leadership style and help their organization improve.
- ★ The leadership styles of Abraham Lincoln and Nelson Mandela will be highlighted in these discussions and how those principles can be applied in addressing real-life leadership challenges.
- ★ Participants will be asked to think about their organization, their leadership and about the leadership principles that have been discussed. Participants will then develop short and long-term organizational/personal improvement plans.
- ★ Participants will briefly share their plans with the group and time will be allotted for participants to comment and provide input. The goal is to make use of the collective knowledge, expertise, experience and talents of everyone in the group to encourage, motivate, inform and instruct.

Session wrap-up

- ★ Concise summary of lessons learned and feedback from group
- ★ Recommended reading list
- ★ Final Q & A

3:00 PM

Training Adjourns







IN-HOUSE TRAINING & CUSTOMIZATION

One of the more popular vehicles for accessing the Institute's educational offerings is the delivery of on-site trainings and management facilitations. Bringing a training or facilitation in-house gives you the opportunity to customize a program that addresses your exact challenges and provides a more personal learning experience, while virtually eliminating travel expenses. While many training providers will offer you some variation of their standard training, The Performance Institute's subject matter experts will work with you and your team to examine your programs and determine your exact areas of need.

Areas of Expertise

On-site delivery of single courses, certification programs, and entire packages of specialized courses are available in the following areas:

- ★Strategic Planning
- ★Performance Measurement
- ★Project Management
- ★Lean Six Sigma
- ★Workforce Management
- ★Performance-Based Budgeting
- ★Performance-Based Contracting
- ★Performance Reporting
- ★Program Evaluation
- ★Administrative Managemen
- ★Leadership and Change

FOR MORE INFORMATION ABOUT IN-HOUSE TRAINING & CERTIFICATION OPTIONS, please contact: Christopher Kamal at 202-739-9506 or email her at Chris.Kamal@PerformanceInstitute.org.

Sponsorship Opportunities

As a conference and training provider, PI is an expert in bringing together leaders to share and discuss best practices and innovations. We connect decision-makers with respected solutions providers. The Institute offers four different pre-designed sponsorship packages:

- ★Event Co-Sponsor
- ★Session Sponsor
- ★Luncheon Sponsor
- ★Exhibit Booth Sponsor

FOR MORE INFORMATION ABOUT EXHIBITING & SPONSORSHIP OPPORTUNITIES, please contact: Andrew Goodwin at 202-739-9707 or email him at Andrew.Goodwin@PerformanceInstitute.org.



Venue & Hotel

The Gettysburg Battlefield Leadership Retreat will be held on site at various points of the Gettysburg battle field and at the Wyndham Hotel Gettysburg in Gettysburg, PA. The Wyndham Gettysburg is conveniently located at the intersection of US 15 and US 30 in the Gateway Gettysburg campus providing easy access from major metropolitan areas including: Washington, DC (78 miles), Baltimore (60 miles), Harrisburg (36 miles), Philadelphia (118 miles) and Pittsburgh (180 miles).

Wyndham Hotel Gettysburg
95 Presidential Circle
Gettysburg, PA 17325
866.845.8885
Fax (717) 334-0456

A limited amount of rooms have been reserved at the Wyndham Hotel Gettysburg at a set group rate. Please mention the Performance Institute when securing your reservation. Please note that the group rate will only be available up until 3 weeks prior to the event running.

Directions from the hotel to various surrounding airports:

MDT - Harrisburg Intl Airport
Distance : 48 miles
Directions
Go west on I-76 (PA Turnpike) to exit 236. Take Route 15 south to Gettysburg (approximately 30 miles). Take the York Street (US 30) exit off of 15 south. Make a left onto US 30 East. Take the first entrance on the right onto Gateway Boulevard. Follow signs to Wyndham Gettysburg.

BWI - Baltimore/Washington Intl Airport
Distance : 61 miles
Directions
Take I-195 W. Merge onto I-95 N via Exit 4A toward I-695/Baltimore. Merge onto I-695 N/Baltimore Beltway Inner Loop via Exit 49B on the left toward I-70/I-83/Towson. Take I-70 towards Frederick. Take US-15 N and follow signs to Gettysburg. Take the York Street (US 30) exit. Turn right onto US 30 East. Take the first entrance on the right onto Gateway Boulevard. Follow signs to Wyndham Gettysburg.
IAD - Washington Dulles Intl Airport
Distance : 79 miles

Directions
Start out on the Dulles Airport Access Road. Merge onto VA-267 W/ Dulles Greenway towards Leesburg (Portions Toll). Take the US-15 N/ VA-7 E exit - Exit 1B - toward Frederick MD. Merge onto US-15 Bypass N/ Leesburg Bypass. US-15 Bypass N/ Leesburg Bypass becomes US-15 N. Merge onto US-40 W. US-40 W becomes US-15 N. Take the York Street (US 30) exit. Turn right onto US 30 East. Take the first entrance on the right onto Gateway Boulevard. Follow signs to Wyndham Gettysburg.

TO REGISTER ONLINE:
Click on the Venue and Hotel tab at www.PerformanceInstitute.org/gettysburg

Tuition & Group Discounts

Pricing	May 21 Event	Sep 6 Event
	Rate Ends	Rate Ends
Government $799	March 16	July 13
Other $1299	March 16	July 13
Government $899	April 20	August 9
Other $1399	April 20	August 9
Government $999	Closing	Closing
Other $1499	Closing	Closing

For more information on the early bird rate or group discounts for The Gettysburg Battlefield Leadership Retreat please contact Chavonne Primus at 202.739.9601 or email her at Chavonne.Primus@PerformanceInstitute.org

Earn up to 13 CPE Credits!

Sponsor Organization Name and Sponsor ID Number: Thompson Media Group 109435 CPE Credits: 13
Delivery Method: Group-live Prerequisites: None
Program Level: Basic Preparation: None

Thompson Media Group 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 sponsors may be addressed to the National Registry of CPE Sponsors, 150 Fourth Avenue North, Nashville, TN 37219-2417.
Website: www.nasba.org

Cancellations & Quality Assurance

The Performance Institute (PI) strives to provide you with the most productive and effective educational experience possible. If after completing the course you feel there is some way we can improve, please write your comments on the evaluation form provided upon your arrival. Should you feel dissatisfied with your learning experience and wish to request a credit or refund, please submit it in writing no later than 10 business days after the end of the training to:

The Performance Institute: Quality Assurance
805 15th Street, NW, 3rd Floor, Washington, DC 20005

Note: As speakers are confirmed six months before the event, some speaker changes or topic changes may occur in the program. The Institute is not responsible for speaker changes, but will work to ensure a comparable speaker is located to participate in the program. If for any reason PI decides to cancel this conference, PI accepts no responsibility for covering airfare, hotel or other costs incurred by registrants, including delegates, sponsors and guests.

- All 'Early Bird' Discounts must require payment at time of registration and before the cut-off date in order to receive any discount.
- Any discounts offered by The Institute (including team discounts) must also require payment at the time of registration.
- All discount offers cannot be combined with any other offer.
- Discounts cannot be applied retroactively.
- Payment must be secured prior to the conference. If payment is not received by the conference start date, a method of payment must be presented at the time of registration in order to guarantee your participation at the event.



REGISTRATION

CALL:
877-992-9521

FAX FORM TO:
866-234-0680

VISIT US ONLINE:
PerformanceInstitute.org/Gettysburg

REGISTRATION FORM

☐ Yes! Register me for The Gettysburg Battlefield Leadership Retreat on May 21

☐ Yes! Register me for The Gettysburg Battlefield Leadership Retreat on September 6

☐ Please call me. I am interested in a special group discount for my team

Delegate Information

Name _____ Title _____

Organization _____ Dept. _____

Address _____

City _____ State _____ Zip _____

Telephone _____ Fax _____

Email _____

Payment Information

☐ Check ☐ Purchase Order/Training Form ☐ Credit Card

Credit Card Number _____ Expiration Date _____ Verification no. _____

Name on Card _____

Billing Address _____ City _____ State _____ Zip _____

Please make checks payable to: The Performance Institute

CANCELLATION POLICY: The Performance Institute will provide a full refund less a $399 administration fee for cancellations requested four weeks prior to the event start date unless cancellation occurs within two weeks prior to the event start date. If a cancellation is requested less than two weeks prior to the event start date, no refund will be issued. Registrants who fail to attend and do not cancel prior to the event will be charged the entire registration fee. All cancellations must be requested through the cancellation link found in your attendance confirmation email. Please note that cancellation is not final until you receive a cancellation confirmation email.

☐ I have read and accepted the Cancellation Policy above.

ACKNOWLEDGED AND AGREED

By: _____ Date: _____

Priority Code: P960-WEB