Staff Ride Introduction

Battle of Gettysburg

In December of 1862, a major fatality incident occurred in the City of Fredericksburg Virginia, destroying the City infrastructure and displacing over 5,000 residents looking for shelter in the surrounding forests and villages.   Nearly 2,000 people were killed with 15,000 wounded. The Area Command team and Incident Commanders (Robert E. Lee, Thomas Jackson, and J.E.B. Stuart) responding to this incident were nearly entrapped by a significant flare-up in the spring of 1863 at Chancellorsville, but were able to skillfully turn the tide of battle.

In late June of 1863, indications and warnings were everywhere about a major incident about to occur near another American city of refuge -- perhaps Philadelphia, or Baltimore, or even Washington D.C. As you'll read on the following page, the people of Pennsylvania and New Jersey bore a great deal of anxiety over this very real threat.   The President of the United States lost confidence in the assigned Area Commander (Joseph Hooker), and replaced him with a new commander (George Gordon Meade) on June 28th 1863. Given command over the combined resources of nearly 100,000 responders on-the-move, George Meade and his key leaders and managers **communicate** as receivers by sensing the reports and conditions, **understand** the desperate situation they are in, **decide** what to do, and **communicate** those decisions in order to take action.

The Battle of Gettysburg began on Wednesday the 1st of July 1863, and lasted 3 full days in the hills and fields surrounding Gettysburg, Pennsylvania.   By the 4th of July, the threat to Pennsylvania and New Jersey had been removed; and 10,000 people lay dead around Gettysburg, with 30,000 more wounded.

The commanders and their staffs involved in these major incidents were all real folks – just like us – who found themselves leading large organizations responding to rapidly changing uncertain environments. They communicated, understood, decided, and then communicated their decisions into action – just like we do. Using this major historical incident as a setting, we gather our senior leaders and managers to discuss leadership techniques relevant to project management in the 21st century, and the responsibility we bear for our Nation.

CINCINNATI, OHIO,
June 29, 1863.

Major-General MEADE,
        Headquarters Army of the Potomac:
    I am sure you are quite equal to the position you are called to fill. You are regarded by all who know you as an honest, skillful, and unselfish officer, and a true, disinterested patriot. I will not congratulate you, because I know it is no subject of congratulation to assume such a responsibility at such a time, but I will earnestly pray for your success.

A. E. BURNSIDE,
        Major-General.

Advice to the President – June 29th 1863

EXECUTIVE CHAMBER, *Trenton, June* 29, 1863.
(Received 5.55 p. m.)

The PRESIDENT OF THE UNITED STATES:

The people of New Jersey are apprehensive that the invasion of the enemy may extend to her soil. We think that the enemy should be driven from Pennsylvania. There is now certainly great apathy under such fearful circumstances. That apathy should be removed. The people of New Jersey want McClellan at the head of the Army of the Potomac. If that cannot be done, then we ask that he may be put at the head of the New Jersey, New York, and Pennsylvania troops now in Pennsylvania, defending these Middle States from invasion. If either appointment be made, the people would rise *en masse*.

I feel it my duty, respectfully, to communicate this state of feeling to you.

JOEL PARKER,
[*Governor.*]

————

HARRISBURG, *June* 29, 1863.
(Received 8.40 p. m.)

His Excellency ABRAHAM LINCOLN,
President of the United States:

We have reliable and undoubted information from three distinct sources that General Lee now has nearly if not quite 100,000 men between Chambersburg, on the upper side of South Mountain, and Gettysburg, on the east side of the mountain and the Susquehanna River. His columns at present extend from Shippensburg to near Harrisburg, and from Gettysburg to near Columbia. They have over two hundred and fifty pieces of artillery by actual count. Within the next forty-eight hours, Lee will cross the Susquehanna River unless General Meade strikes his columns to-morrow, and compels him to concentrate his forces west of the Susquehanna for a general battle.

Let me impress on you the absolute necessity of action by Meade to-morrow, even if attended with great risk, because if Lee gets his army across the Susquehanna, and puts our armies on the defensive of that line, you will readily comprehend the disastrous results that must follow to the country.

SIMON CAMERON.
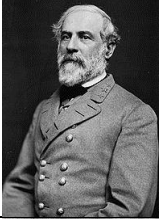
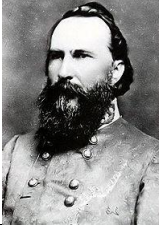LOUISVILLE, *June* 29, 1863.
(Received 8.45 p. m.)
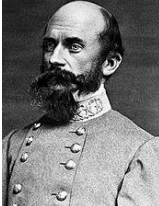
His Excellency ABRAHAM LINCOLN,
President of the United States:

Call McClellan to the head of the armies of the Government, Buell to command of Army of the Potomac, and Franklin to Army of the Cumberland. There will be no necessity for draft. Volunteers will enlist by thousands. Rebellion will be crushed in ninety days.
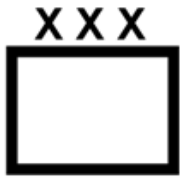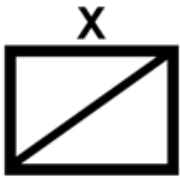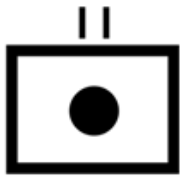
S. F. MILLER.

The Commanders
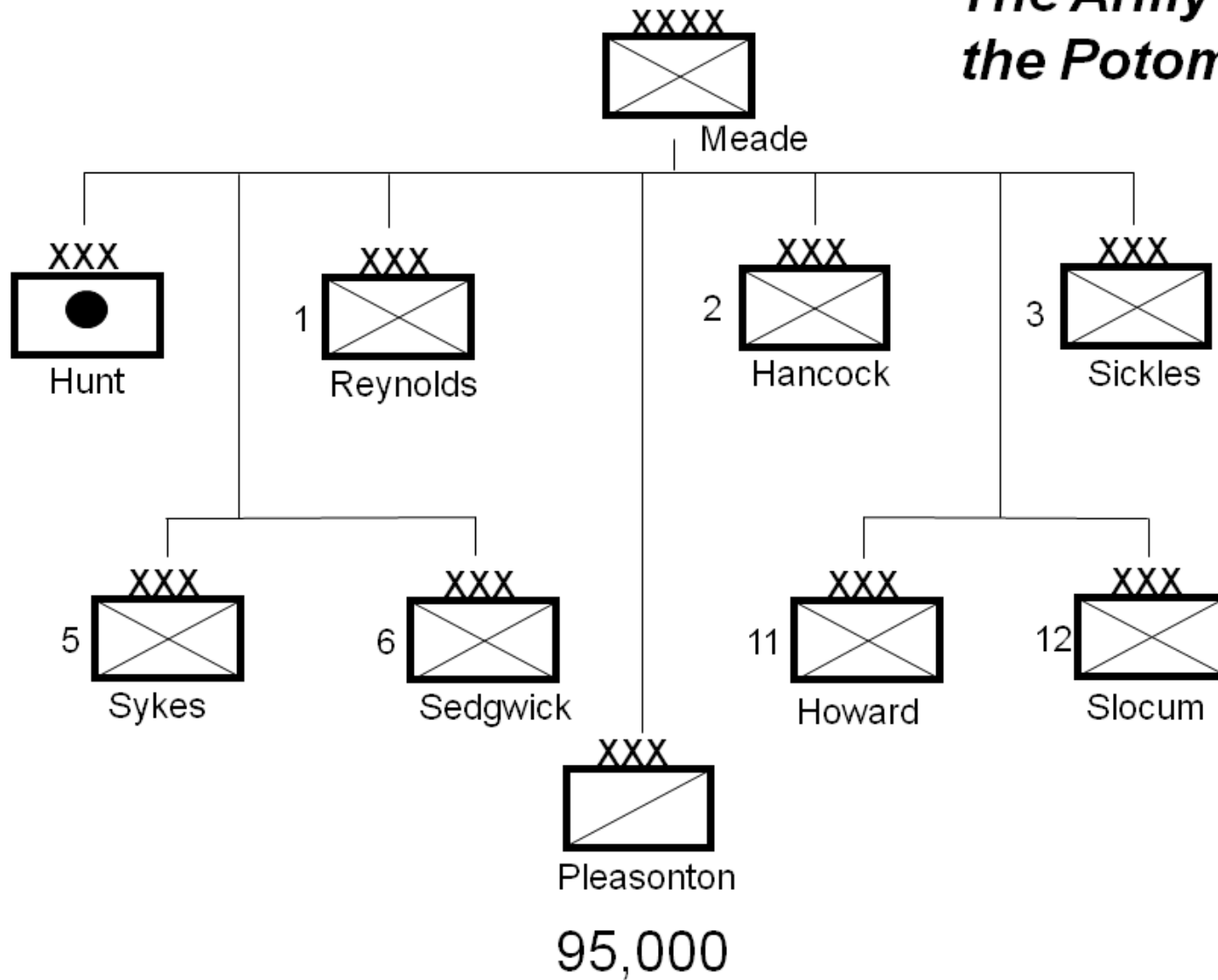
Below are the principle commanders whose decisions and communications we will discuss.

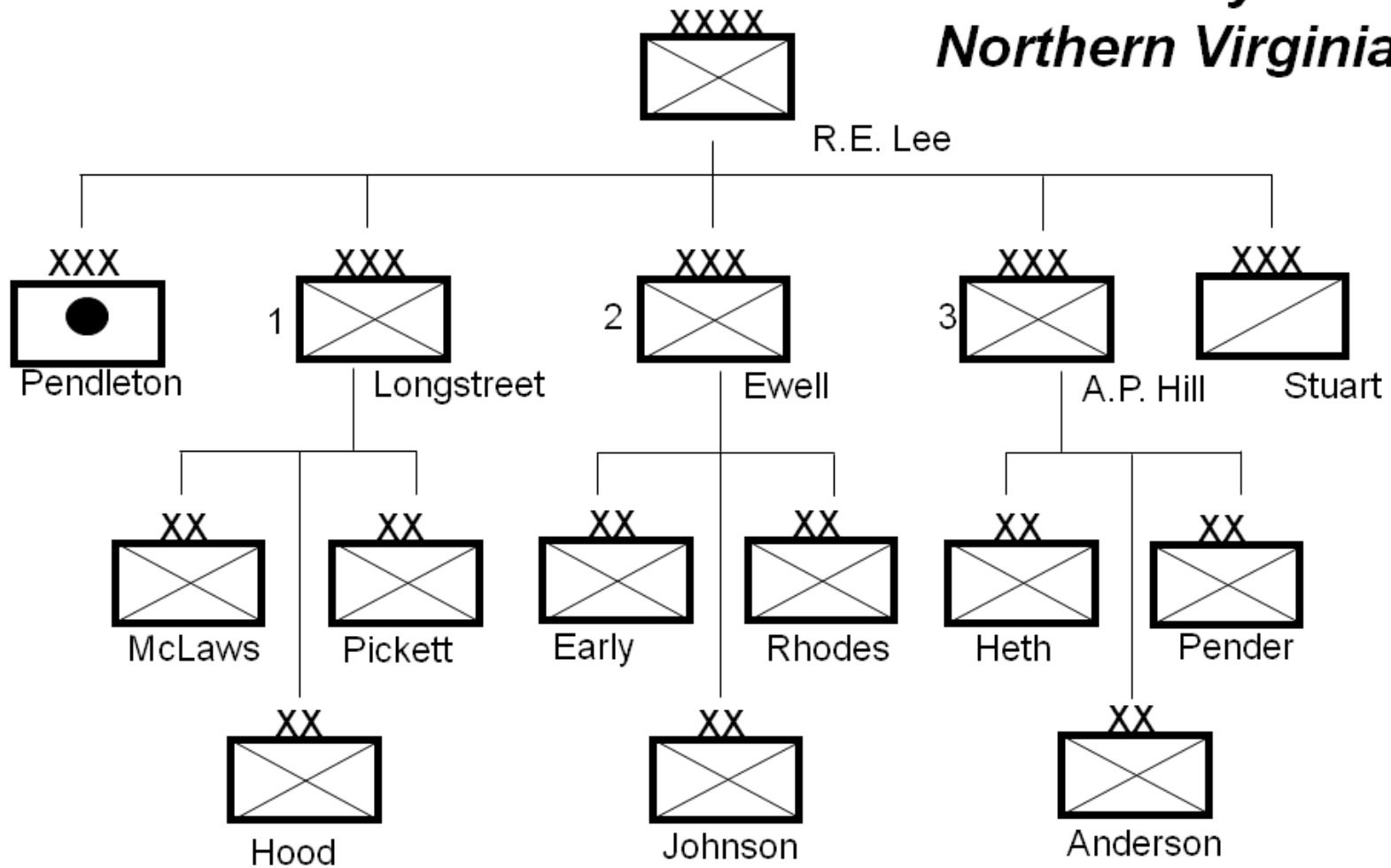| Army of the Potomac	Army of Northern Virginia
George Gordon Meade (December 31, 1815 – November 6, 1872) – Commanding Army of the Potomac. **Age at Gettysburg: 47** **Home State: Pennsylvania**	**Robert Edward Lee** (January 19, 1807 – October 12, 1870) – Commanding Army of Northern Virginia. **Age at Gettysburg: 56** **Home State: Virginia**
John Fulton Reynolds (September 20, 1820 – July 1, 1863) – Commanding U.S. I Corps. **Age at Gettysburg: 42** **Home State: Pennsylvania**	**James Longstreet** (January 8, 1821 – January 2, 1904) – Commanding First confederate corps. **Age at Gettysburg: 42** **Home State: Georgia**
Oliver Otis Howard (November 8, 1830 – October 26, 1909) – Commanding U.S. XI Corps. **Age at Gettysburg: 32** **Home State: Vermont**	**Richard Stoddert Ewell** (February 8, 1817 – January 25, 1872) – Commanding Second confederate corps. **Age at Gettysburg: 46** **Home State: Virginia**
Winfield Scott Hancock (February 14, 1824–February 9, 1886) – Commanding U.S. II Corps. **Age at Gettysburg: 39** **Home State: Pennsylvania**	**Ambrose Powell Hill** (November 9, 1825 – April 2, 1865) – Commanding Third confederate corps. **Age at Gettysburg: 39** **Home State: Virginia**
Daniel Edgar Sickles (October 20, 1819 – May 3, 1914) – Commanding U.S. III Corps. **Age at Gettysburg: 43** **Home State: New York**	**James Ewell Brown "Jeb" Stuart** (February 6, 1833 – May 12, 1864) – Commanding confederate cavalry corps. **Age at Gettysburg: 30** **Home State: Virginia**
John Buford, Jr. (March 4, 1826 – December 16, 1863) – Commanding First U.S. Cavalry Division. **Age at Gettysburg: 37** **Home State: Illinois**	**John Bell Hood** (June 1831 – August 30, 1879) – Division Commander in Longstreet's Corps. **Age at Gettysburg: 32** **Home State: Kentucky (Texas)**
Joshua Lawrence Chamberlain (September 8, 1828 – February 24, 1914) – Commanding 20th Maine Volunteer Infantry Regiment. **Age at Gettysburg: 34** **Home State: Maine**	**William Calvin Oates** (November 30 1833 – September 9, 1910) – Commanding 15th Alabama Infantry **Age at Gettysburg: 30** **Home State: Alabama**

The Organizations and Common Civil War Unit Map Symbols

Unit Symbol	Description and Analogy
X X X X Army	An **Army (XXXX)** operates with near-complete independence, charged to integrate all the elements of national power (military, economic, political, and informational) into its actions. It is commanded by a General, and can be thought of as analogous to Area Command. Two Armies fought at Gettysburg – the Army of the Potomac (Federal about 95,000 strong) and the Army of Northern Virginia (Confederate about 75,000 strong).
X X X Corps	A **Corps (XXX)** operates as part of an Army, but is often assigned to conduct independent operations. It is commanded by a Lieutenant General, and generally has a "combined arms" force of infantry, artillery, cavalry, and logistics. It is analogous to Incident Command controlling all resources. Federal Corps were typically smaller organizations of about 12,000 men; Confederate Corps typically larger at around 25,000.
X X Division	A **Division (XX)** is a specialized unit of about 6,000 men that operates as part of a Corps. Commanded by a Major General. The symbol to the left shows an Infantry Division depicted with "crossed rifles" in the box in the form of an X. A Division is responsible for a part of the Corps' fighting line, and can be thought of the same way as a Division on an extended attack fire.
X Brigade	A **Brigade (X)** is a specialized subset of a Division, generally with about 1,000 men. Commanded by a Brigadier General or a Colonel. The symbol to the left shows a Cavalry Brigade depicted with one "drawn saber" (a slash "/") to show that it's cavalry.
I I I Regiment	A **Regiment (III)** is a specialized subset of a Brigade, generally with about 500 men, although technically it should consist of 10 companies of infantry, with each company having 100 men. Commanded by a Colonel or Lieutenant Colonel. The symbol to the left shows an Infantry Regiment.
I I Battalion	A **Battalion (II)** is generally used as an organization of artillery batteries – and in rare instances a grouping of infantry companies within a Regiment. Commanded by a Major. The symbol to the left shows an Artillery Battalion with a cannon-ball in the middle. Cavalry would use the term "squadron" in place of "battalion" for multiple "troops" of cavalry.

The Army of the Potomac

XXXX
Meade

XXX Hunt

XXX 1 Reynolds

XXX 2 Hancock

XXX 3 Sickles

XXX 5 Sykes

XXX 6 Sedgwick

XXX 11 Howard

XXX 12 Slocum

XXX Pleasonton

95,000

The Army of Northern Virginia

XXXX

R.E. Lee

XXX — Pendleton

XXX — 1 — Longstreet

XXX — 2 — Ewell

XXX — 3 — A.P. Hill

XXX — Stuart

XX — McLaws

XX — Pickett

XX — Early

XX — Rhodes

XX — Heth

XX — Pender

XX — Hood

XX — Johnson

XX — Anderson

75,000