



**Moscow Chamber of Commerce
Board of Directors**

Annual Retreat
Gritman Conference Room
August 5, 2004
9am-3pm

AGENDA

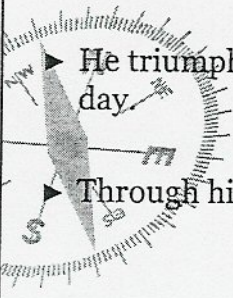
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|-------|---|
| 9am | Introductions: Our New Board Members, Agenda & Goals of Retreat |
| 9:05 | Understanding Ourselves and Others
Deborah Norum, Ph.D., Direction Dynamics |
| 10:15 | Break |
| 10:25 | Continue Dr. Norum's discussion |
| 11:45 | Senior/Health Care Issues Roundtable
Toni Lawson, Policy Analyst,
US Senator Larry Craig's Office |
| Noon | Lunch |
| 1:00 | Roundtable Discussion "Marketing Moscow to Seniors" |
| 1:30 | Leadership Presentation
Paul Kimmell, MCC |
| 2:30 | Plan of Work for 2004-2005
New Activities/Programs
Committee Review and Chair Assignments |
| 3:00 | Close |

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(208)882-1800 • www.moscowchamber.com

The Chamber Means Business!

Today's Business Leader

- ▶ Today's business world requires leaders of uncommon excellence who can out smart the competition and overcome the cold brutality of constant change.
- ▶ General Robert E. Lee was such a leader.



▶ He triumphed over challenges people in business face every day

▶ Through his example, so can you.

Leadership Through Community Service

How do you gain these leadership skills:

- ▶ No one wants you to gain your leadership skills on the battlefield – however, many of us know valiant soldiers now serving in hostile countries. Remember them and their families. Take time to show them your respect and extend a hand of service or kindness to them. Remember to lead by example.

- ▶ Volunteerism – the best way to begin your leadership development training.

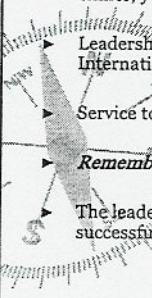
- ▶ Opportunities to serve in your community. Ask your local elected officials where you can help. Churches, civic groups like the Chamber of Commerce, Lions Club, Rotary, Kiwanis, hospitals and clinics, your elderly neighbor or one of your parent's co-workers. Youth Advisory Council; Boards.

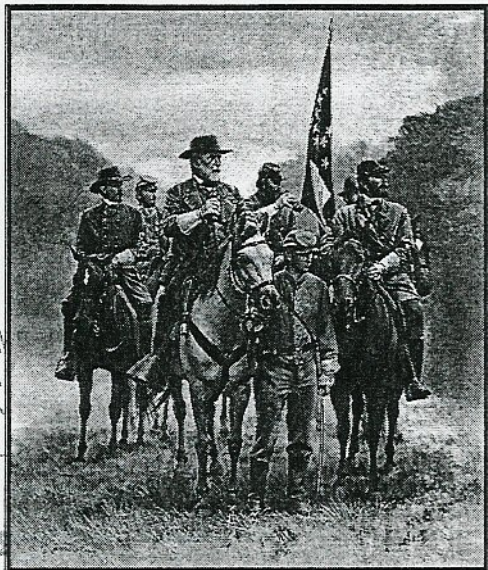
- ▶ Leadership classes available through the Chamber Foundation, 4-H, UI Co-op Ext, Rotary International, etc.

- ▶ Service to your community will pay you great dividends as well as help your community to prosper.

Remember not to live for yourself or for the moment, instead give of yourselves every moment.

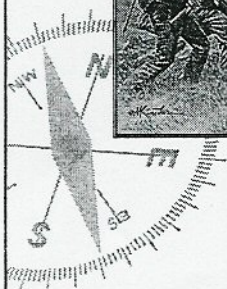
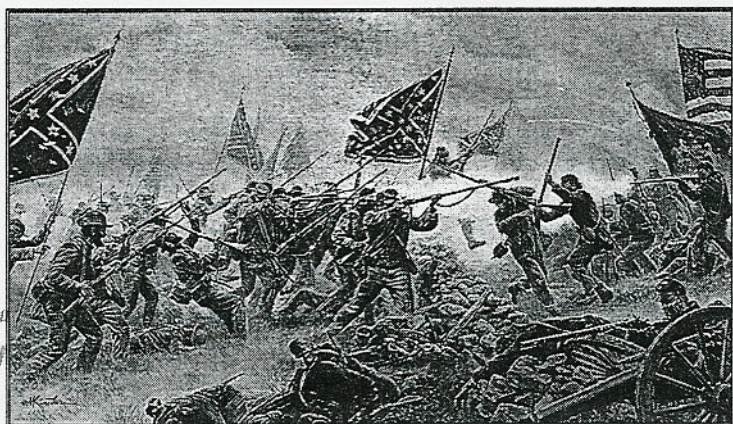
The leadership skills you will gain through community service will start you all on your way to a successful and rewarding future.

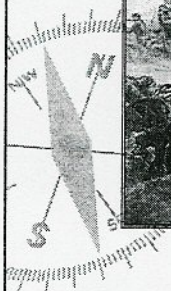
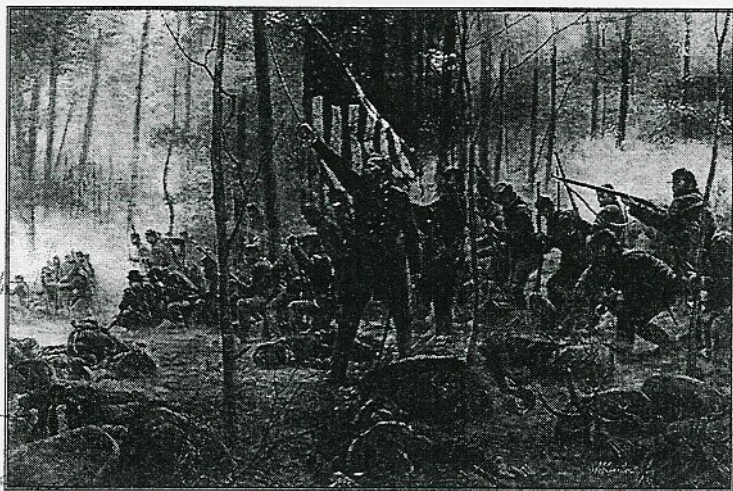
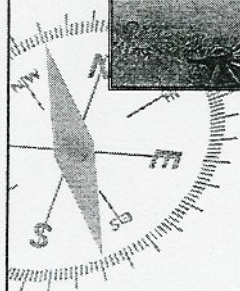


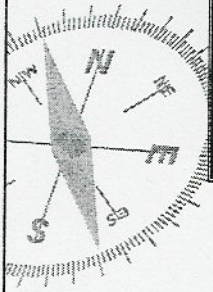
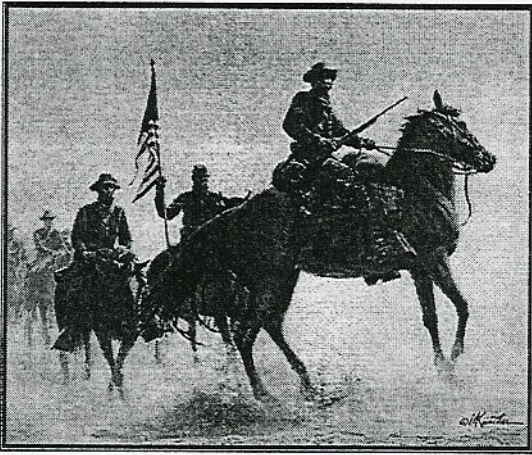


“But leadership is only courage and wisdom, and a great carelessness of self.”

General Robert E. Lee
Commander of the Army of
Northern Virginia





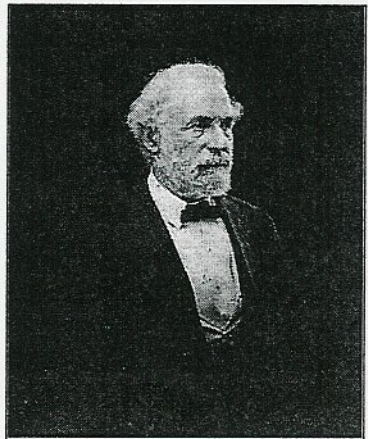


Robert E.

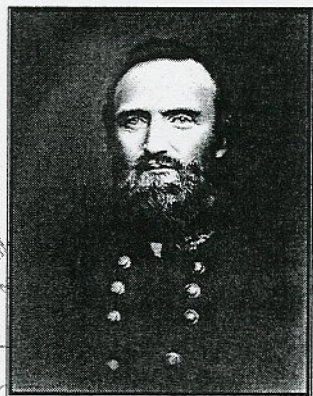
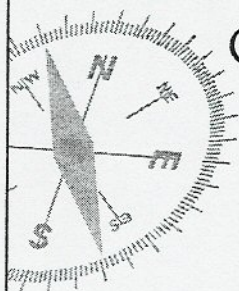
Lee

ON

Leadership



Understanding and Applying
the Leadership Principles
of
General Robert E. Lee



*Lt. General T. J.
"Stonewall" Jackson*



*General Robert E.
Lee*



*General J. E. B.
Stuart*

A True Leader



R. E. Lee

➤ They say you had to see him to believe that a man so fine could exist. He was handsome. He was clever. He was brave. He was gentle. He was generous and charming, noble and modest, admired and beloved. He had never failed at anything in his upright soldier's life. He was a born winner, this Robert E. Lee. Except for once. In the greatest contest of his life, in the war between the South and the North, Robert E. Lee lost.

➤ There is an art of losing, and Robert E. Lee is its finest teacher. In a democracy, where opposing viewpoints regularly meet for a test of ballots, it is good for all of us to know how to lose occasionally, how to yield peacefully, for the sake of freedom. Lee is our master in this. The man who fought against the Union showed us what unity means.



The Grey Fox

- ▶ General Robert E. Lee was a leader for the ages.
- ▶ The man heralded by Winston Churchill as "one of the noblest Americans who ever lived".
- ▶ Inspired an out-manned, out-gunned army to achieve greatness on the battlefield.
- ▶ A brilliant strategist and a man of unyielding courage.
- ▶ A general whose standards for personal excellence were second to none.
- ▶ Leadership founded on the highest moral principles and a character made of steel.
- ▶ Remade a rag-tag bunch of men into one of the most impressive fighting forces history has ever known
- ▶ Businessman who streamlined a debt-ridden Virginia plantation and streamlined its operations.
- ▶ Teacher who took a backwater college and made it into a prestigious university.

General Robert E. Lee

- ▶ Enormous personal cost in the War Between the States.



- ▶ A successful soldier who was not used to defeat.



Mrs. Catherine Lee

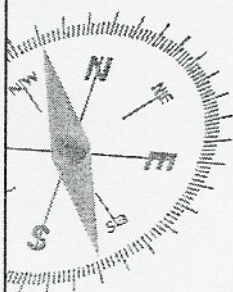
- ▶ Married Martha Washington's great-granddaughter.

- ▶ The war cost him his home, his career, and virtually all his worldly goods – including his carefully harbored savings and investments.

He was a patriot who had devoted his life to the service of his country, who venerated George Washington, and the son of a Revolutionary War hero (Light Horse Harry Lee).

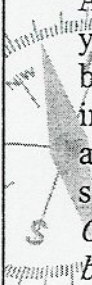
“Without any exception the very greatest of all the great captains that the English-speaking peoples have brought forth”.

President Theodore Roosevelt
speaking of General Lee



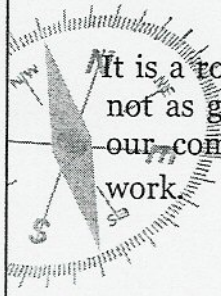
Lee on Leadership

- ▶ Lee was bred, trained, and conducted himself as a leader of men – one of the most successful leaders in American history.
- ▶ He shaped the most effective fighting force on the American continent, a force that even after four grueling years of combat, after the men's bellies were ironed to their backbones by lack of provisions, after their hopes of independence were cut to the dirt - stood on, greeting Lee as he returned from his historic meeting with Grant by shouting: *“General! General! Are we surrendered? General, say the word. Say the word, General, and we'll go back after them again!”*



Defining Leadership

Leadership is defined as “leaders acting - as well as caring, inspiring and persuading others to act - for certain shared goals that represent the values - the wants and needs, the aspirations and expectations of themselves and the people they represent.

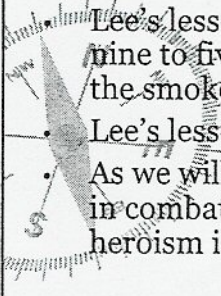


It is a role that virtually all of us are called to play - if not as great generals, then as parents, as members of our communities, or as supervisors or managers at work.

Lee's Examples of Leadership

Today, we'll consider some of Lee's principles and more importantly, examples of leadership.

- Lee's leadership in war and peace – was consistent.
- These examples can be used in the business world as well – how to lead a business, employees and subordinates.



Lee's lessons on leadership go beyond managing people in the smoke of battle.

- Lee's lessons offer a way to live.
- As we will see, these guiding principles led Lee to victory in combat, to triumph over apparent defeat, and to heroism in war and peace.

Lee's Lessons

- ▶ Accept life as it is and make the best of it. Live in the world you inhabit. Look upon things as they are. Take them as you find them. Make the best of them. Turn them to your advantage.
- ▶ A leader should always do what conscience dictates so he will never have cause for self-doubt. "You have only always to do what is right. It will become easier by practice, and you will enjoy in the midst of your trials the pleasures of an approving conscience. That will be worth everything else."
- ▶ Know the ground. A leader must have a firm, clear grasp of his field so that he can outmaneuver his opponents.



▶ To lead others, one must first master oneself. Lee said: "I cannot consent to place in the control of others one who cannot control himself."

▶ A leader's primary responsibility is to think of others first. The "great duty of life" is "the promotion of happiness and welfare of our fellow men."

Lee's Lessons

- ▶ Do your own reconnaissance. A leader uses his own eyes and ears to investigate facts whenever possible. One true mark of a leader is the courage to pursue information to its logical conclusion and to have cool-headed, clear-eyed good judgment not to mistake sheep for soldiers.
- ▶ A leader must have the endurance to outthink and outlast his opponents, and to take the *hard* road when it is the *right* road.
- ▶ Learn from your superiors. Leadership can be learned from successful executives far different from oneself in temperament. Copy a successful leader's technique and learn from his mistakes.
- ▶ Leadership is legitimized by success under fire. To be a leader, one cannot wait on the sidelines. One has to take responsibility, enter the fray, and prove that one has the resourcefulness, ability, and character to get things done.
- ▶ Leadership requires moral responsibility. A leader is responsible not only for his own actions but for those of his subordinates and for the overall effect of his enterprise.

Lee's Lessons

- ▶ An effective leader is an effective administrator. Finish the day's work in the day allotted, maintain an orderly camp (or office), and while sharing the "hard task and common fare" of one of the subordinates and adding on top of it the responsibilities of paperwork and supervision, make time for rest, recreation, and reflection. This is not time wasted, but time restored.
- ▶ A leader knows that "men's passions forge their fetters." A leader controls his passions and his appetites; they do not control him.
- ▶ A leader is free to act so far as he is free from debt. A leader keeps his objectives consistent with his means.
- ▶ A good leader is first a good subordinate. Leadership must be earned.
- ▶ A leader must be decisive – his decisions a fulfillment of his duty, vision, and experience. "Lee was a thorough man of business, quick to decision, yet methodical in all he did. He knew what he wanted. He knew what an army should be."

Lee's Lessons

- ▶ A good leader is humble. He guards against ego distorting his vision. A leader has to achieve his army's or his business's or his team's goals, not his private ones. A leader's role is one of *service*.
- ▶ A leader orders hard work and enforces the necessary discipline but doesn't suffocate his subordinates' initiative or spirit. His goal is assembling "a voluntary association of gentlemen organized for the sole business" of his enterprise.
- ▶ A leader must understand the nature of his cause. Old rules might not apply.
- ▶ While taking adequate precautions, a leader is aggressive in homing in on his opponents weaknesses rather than fretting about his own. To reiterate the cliché; "the best defense is a good offense" or in Lee's words: "Richmond is never so safe as when its defenders are absent."
- ▶ A leader can distinguish between subordinates who make mistakes but have great potential (Stonewall Jackson) and those who make mistakes and have no potential and therefore removed.

Lee's Lessons

- ▶ A leader has the integrity to face facts--and the courage not to be intimidated by them.
- ▶ A leader is strategically and tactically aggressive--make the most of opportunities, constantly advancing toward your objective. "You cannot afford to be idle."
- ▶ A leader does not expect the intervention of others to save himself or his plans. He knows that "Our safety depends on ourselves alone."
- ▶ A leader keeps his people focused on their common objective; morale is the product of a leader's vision and example.
- ▶ A leader knows that if he is generous with his time, his people will be generous with their efforts.
- ▶ A leader keeps his strategic plan simple, and his chain of command streamlined.
- ▶ A effective leader knows the mind of his opponent and knows what his own people can achieve.

Lee's Lessons



Stonewall Jackson

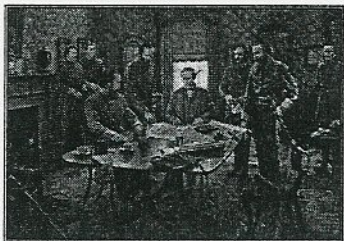
- ▶ A leader's one unalterable rule: assess circumstances and make the best of them.
- ▶ A leader consults his subordinates. Talk through alternative approaches and explain your views. It is the best teaching tool you have.
- ▶ Learn to delegate. Find your Stonewall, find subordinate officers you trust and who share your vision, and turn them loose.
- ▶ The best motivator – as with Jackson – is to grant your officers independence *and* responsibility.
- ▶ The greater the risks, the more a leader must trust his subordinates.
- ▶ Keep your composure. While taking great risks, never submit your judgment to emotional swings.

Lee's Lessons

- ▶ People matter, individuals matter; No system, however well-oiled, and no leader, however omniscient, can afford to ignore the importance of personnel and having the right people in the right posts.
- ▶ A leader, in delegating authority, should never trust to the discretion of a subordinate who does not share his vision.
- ▶ A leader needs to remember that even the best soldiers can be pushed too far. As Lee told Longstreet the day after the battle of Gettysburg, "It is all my fault. I thought my men were invincible."
- ▶ Gettysburg – the bloodiest of all the war's battlefields – Union Army 23,000 casualties; Confederates 28,000 men lost.
- ▶ A leader takes full responsibility for the failures on his watch, and never tries to shift blame to his subordinates. A leader's job is not to assign blame but to make the best of every circumstance and to meet every new challenge to his objective.

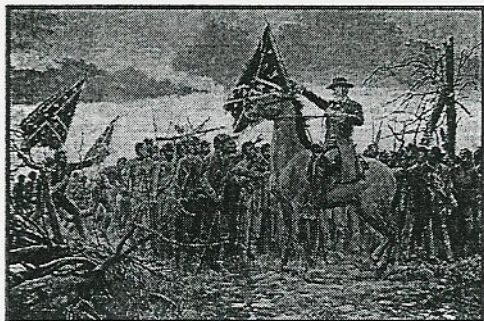
Lee's Lessons

- ▶ A leader who earns the respect of his adversary can save himself battles – as Lee did after Gettysburg.
- ▶ A leader should always conduct himself so that he might enjoy the "satisfaction that proceeds from the consciousness of duty faithfully performed."
- ▶ A leader seizes the opportunities of the day – *carpe diem*.
- ▶ A leader knows when to put himself on the front line to inspire his people.
- ▶ A leader does his own reconnaissance – there is no substitute for knowing the ground or for knowing the realities of the marketplace.
- ▶ A leader treats subordinates kindly if they try their best and fail. In Lee's mind, there was nothing to be gained by humiliating or oppressing subordinates.



Lee's Lessons

- ▶ A leader must keep hope alive when his people must work - even suffer - under the most adverse conditions, and continue to seek every opportunity for victory.
- ▶ A leader must recognize that, in the end, there are worse things than even defeat. When facts dictate that one's business has failed, or that one's war is lost, and that no further effort could possibly achieve success, a leader knows it is far better to face the facts squarely than to carry on a struggle that results in needless effusions of red ink or red blood, of reputations or lives destroyed.
- ▶ A leader must count the costs of sacrifice not only to himself but to his people and act accordingly.



Lee's Lessons

- ▶ The true measure of a leader is how well he matches effective fulfillment of his duty with the fore-bearing use of force.
- ▶ A leader remembers that the goal of leadership is not self-fulfillment but *service to his fellow men*. (Volunteerism).
- ▶ A leader demands much but expects inevitable human failure, and disciplines accordingly, with generous regard for their best efforts.
- ▶ A leader grants subordinates as much autonomy as possible; subordinates who cannot be trusted should not be employed.
- ▶ A leader has as few rules encumbering his administration as possible - and sticks to them, always bearing individual circumstances in mind.
- ▶ A leader should remember Lee's most famous dictum and its corollaries: "It is well that war is so terrible; we should grow too fond of it."

Serve People Not Principles

- ▶ Lee was one who believed the abstract principle was not the final word on anything.
- ▶ Duty, he believed in, yes. But duty directed one to *serve people, not principles*.
- ▶ Lee's attachment to what was tangible and real – the soil of Virginia, to his family, friends, and neighbors of the Old Dominion, helps explain his loyalty to the South in the War Between the States.

▶ Lee would not consent to raising a sword – or having others raise a sword – against his own people.

▶ “If the slaves were to be made free”, as Lee had hoped they would be, “that process should be achieved through moral persuasion and free legal advice – not by force.”

▶ Lee once wrote his son Custis, “I am opposed to the theory of doing wrong that good may come of it. I hold to the belief that you must act right whatever the consequences.”

Serve People Not Principles

- ▶ Lee remained unspoiled by praise and success. He never sought adulation and applause and never considered that he deserved them.
- ▶ Lee merely executed his duty to the best of his ability and gave no thought to anything else.
- ▶ Lee's method of life was simple – respect the rights of your superiors as well as your subordinates and he treated them all like adults.
- ▶ In Lee's company, there were no “managers of the month”, cheerleading workshops, organized team whitewater rafting trips or mountain climbing to teach “leadership” and “teamwork.” Just straightforward, focused dedication to the goals or objectives.

Leadership By Example

- ▶ Lee thought that a business should be what the Army of Northern Virginia was: a "voluntary association of gentlemen organized for the sole purpose" of one's enterprise.
- ▶ That purpose is best achieved, and one's subordinates are best inspired, by *doing*, not playing games or offering prizes.
- ▶ Lee motivated his men by riding the lines and encouraging them. He inspired his officers by giving them responsibility.
- ▶ He offered his example and he offered his trust.

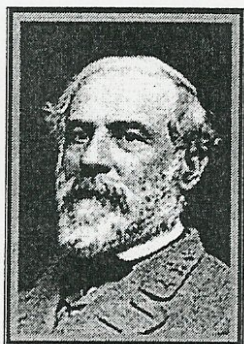
Lee did not see his subordinates as tools on which to exercise his ego but as individuals with specific talents and strengths, whose ideas should be consulted.

- ▶ Part of Lee's strength was his supreme confidence, tied to both his religious convictions and that he had unsparingly done his duty to achieve the goal set before him.

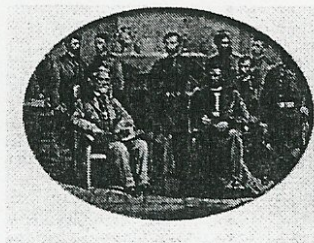


"There is no limit to what a man can do or where he can go if he doesn't mind who gets the credit."

President Ronald Reagan

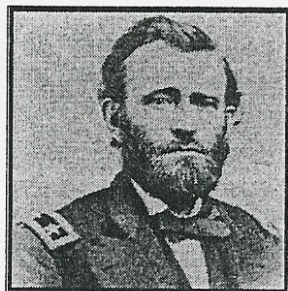


General Lee



Lee & Grant

Appomattox, April 9, 1865



General Grant



At the close of the struggle, General Lee said to General Grant: "Grant, you didn't whip me, you just overpowered me, I surrender this day 8,000 men; I do not surrender them to you, I surrender on conditions; it shall not go down in history I surrendered the Northern Confederate Army of Virginia to you. It shall go down in history I surrendered on conditions; you have ten men to my one; my men, too, are barefooted and hungry..."

Thank You

