DEPARTMENT OF THE ARMY
UNITED STATES ARMY WAR COLLEGE AND CARLISLE BARRACKS
CARLISLE, PENNSYLVANIA 17013-5049

REPLY TO
ATTENTION OF

Center for Strategic Leadership and Development

Strategic Leader Staff Ride Participant,

We are extremely pleased you will participate in the U.S. Army War College Strategic Leader Staff Ride Program on 27-29 April. We hope this letter will help you gain the most from your experience with us.

I encourage you to read the attached novel, *Killer Angels*. Reading this classic novel on the Civil war will acquaint you with the epic battle and the strategic context in which it was fought. It will also help you to understand that the operational environment, tactical events, decisions made and analyze key leaders on the Gettysburg Battlefield that are not unlike those in which twenty-first century strategic leaders operate.

We have set up a website for you to receive all necessary information. Updated information will be added daily. Please follow the following link, **http://www.csl.army.mil/slsr/default.aspx**

As you read and familiarize yourself with the Gettysburg battle, and throughout our discussions during the execution of the program, I encourage you to explore threads on the following concepts:

- Direct versus indirect leadership. What circumstances can best determine when it is appropriate to use direct versus indirect leadership? What are the consequences of each?

- Developing, educating and training successors. How does a leader choose his successor? How does one ensure the successor is competent to assume the job? What if a leader picks the wrong person, or fails to adequately prepare that successor?

- Effective communication and information flow. How do leaders develop and implement effective strategies to overcome complex problems?

- Leading and managing change. How do leaders affect and lead change in their organizations? As leaders assess the impact(s) of changes in their operational environment (e.g., changes in technology, leadership and available resources), do they need to lead and manage a corresponding organizational change?

We look forward to this unique opportunity to share ideas and learn from the past.

Should you have any questions, or require any assistance, please feel free to contact Colonel John Valledor at (717) 245-4744 or email at john.c.valledor.mil@mail.mil.

Sincerely,

MATTHEW Q. DAWSON
COL, FA
Director, Center for Strategic Leadership
and Development