

Battlefields to Business: *Bringing the Lessons of History* *Home For Today's Leaders*

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Training for Winners
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“To rectify past blunders is impossible, but we might profit by the experience of them.”

George Washington



Leadership Qualities & Decision-Making

**Quality-Driven &
Action-Oriented**

**Motivating Players &
Developing Talent**



**Your
photo
here!**

**Overcoming
Adversity, Challenges;
“Shift Happens”**

**Aligning Units
for Seamlessness**

“Leadership is the art of getting someone else to do something you want done, because they want to do it... You do not lead by hitting people over the head. That’s assault, not leadership.”



General Dwight D. Eisenhower
Supreme Allied Commander
D-Day, 1944

“We are here to win a war. Everything else – likes, dislikes, vanity, and pride are to be left behind... I propose to fight along this front if it takes all summer.”



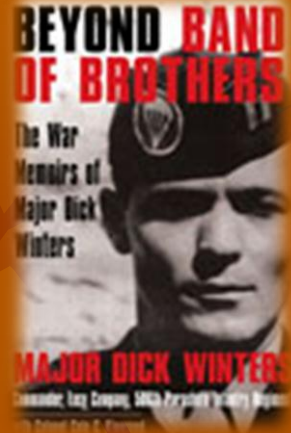
General Ulysses S. Grant

**...at the battle of Spotsylvania, VA in 1864,
when questioned by his subordinates on the
heavy toll of continuing the battle.**

“Leadership at the Point of the Bayonet”

*-- Major Dick Winters,
Easy Co., 101st Airborne*

- “Delegate responsibility to your subordinates and let them do their jobs. You can’t do a good job if you don’t have a chance to use your imagination and creativity.”
- “Remain humble. Don’t worry about who receives the credit. Never let power or authority go to your head.”
- “A successful leader earns respect -- Not because of their rank or position, but because they are a leader of character.”

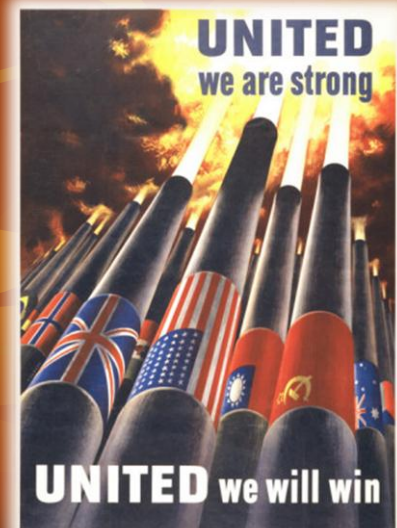


Learning from Ike on D-Day



Aligning units for seamlessness takes a deft touch – And a strong hand

- Keep raging egos in line
- Different agendas, different needs; Silos
- Determine goals – Assess what is to be accomplished – True North
- Assign Roles
- Define responsibilities / Accountabilities
- Define communication protocols
- Assign action paths : Who does what/when
- Don't “dumb it down” – Coach people up
- Set a deadline for completion



“...Everybody who advised Custer before the battle insisted that he had no plan at all. To be aggressive: that was his plan...He was always wholly confident of his ability to improvise.”

Larry McMurry, author of “Custer”



***“OK, then we’ll start the war
from right here.”***

Brigadier General Theodore Roosevelt, Jr.

**...upon learning that his troops had been
delivered to the wrong position on D-Day,
June 6, 1944 (Omaha Beach)**



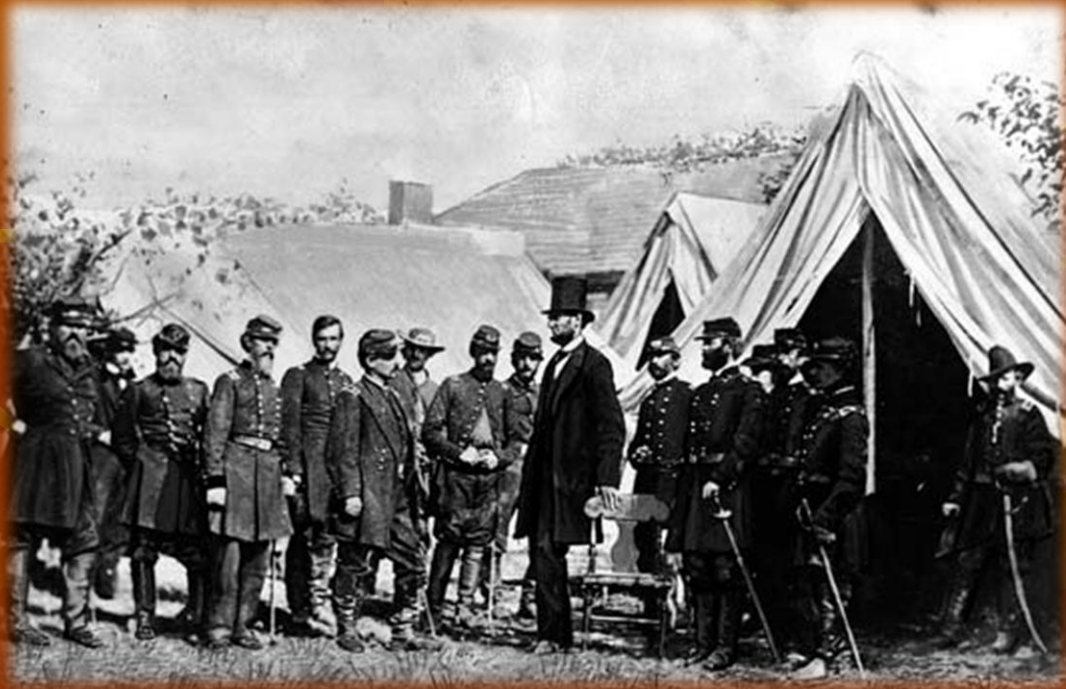
*“It is no use saying ‘We are doing our **best.**’ You have got to succeed in doing what is **necessary.**”*

Winston Churchill, to the people of Great Britain during the Nazi offensive in the early stages of WWII



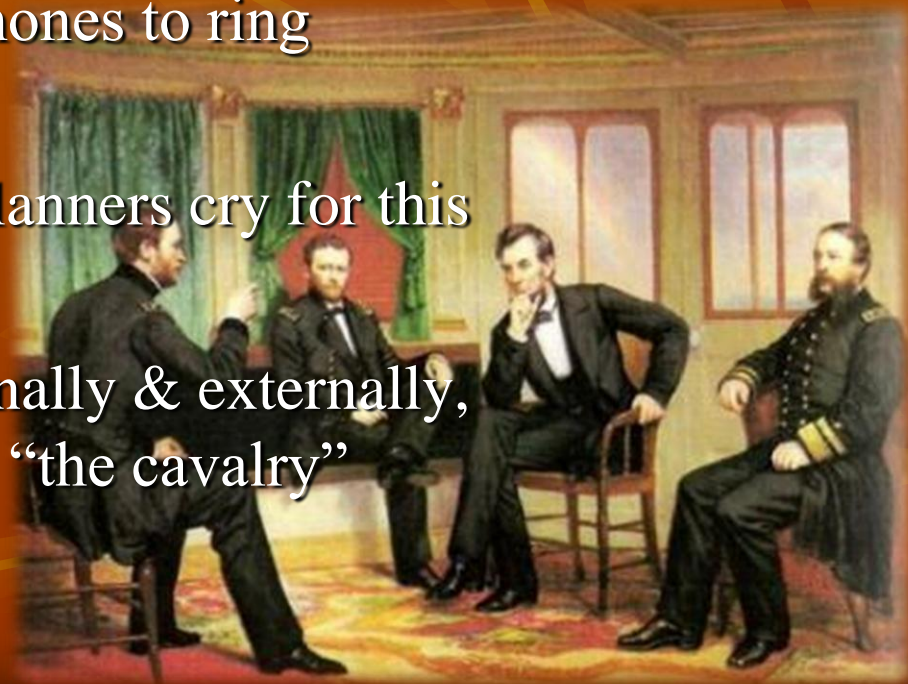
“If I had eight hours to chop down a tree, I'd spend six hours sharpening my ax.”

Abraham Lincoln



Before we begin a sales campaign

- Know who your best customers and prospects are, and put your best efforts forward; Re-deploy sales troops if necessary; “Twist the familiar”
- Have a plan of action: Who, What, When, Where, Why, How, How Much – and hold people accountable ; Don’t wait for phones to ring
- Do the “little things” right -- Planners cry for this
- Align your selling efforts internally & externally, including alliance partners and “the cavalry”





What can we learn from the Southern Army at Gettysburg?

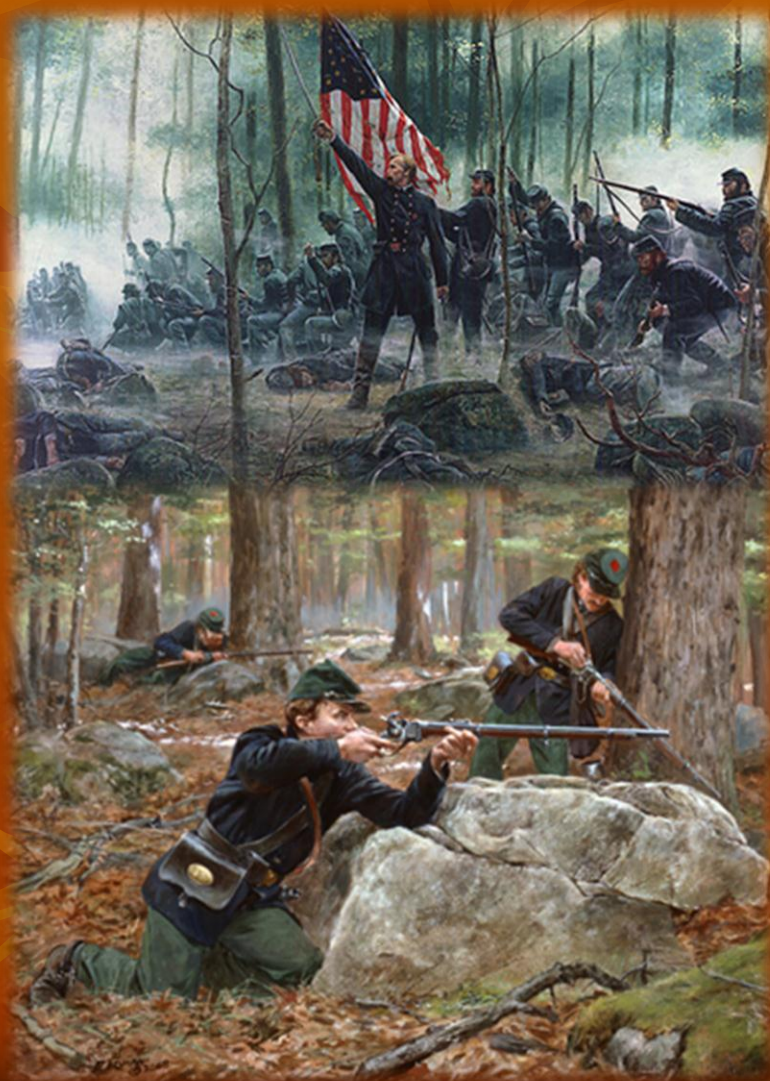
- Didn't seize the moment – Poor usage of time
- Poor use of resources available – stretched too thin
- Communication too sketchy, not defined, or just plain absent, especially among the generals
- Poorly executed plans -- Orders not followed, loosely interpreted
- Succession plan was lacking; Many leaders untested and not ready for bigger responsibilities
- Lee expected too much; Largely worked in a vacuum



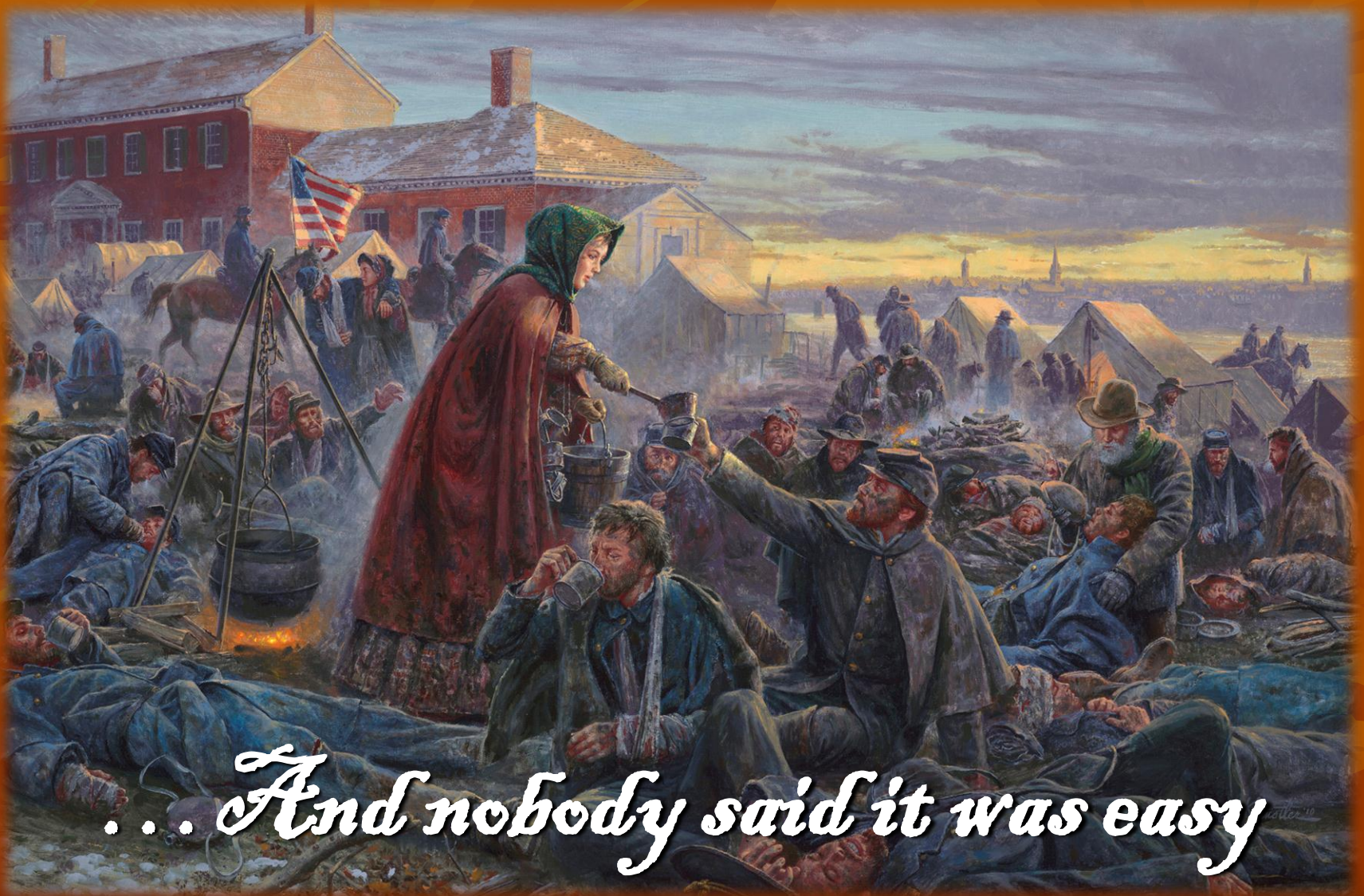


What can we learn from the Northern Army at Gettysburg ?

- Better communication among generals – for the 1st time
- Better planning – Great use of high ground and time management
- Gut-check after initial failure
- Better deployment of manpower
- Effective ground-level decisions
- Succession planning – 2nd level leaders stepped up
- Meade sought input, but ultimately made the tough decisions based on information and his gut feel



Leadership takes courage



... And nobody said it was easy

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