

Leadership through communication and action

Dr. Rick Weil
Assistant Professor of Management
Saint Leo University

Dr. James Prewitt
Assistant Professor of Management
Saint Leo University

Mr. Daniel Moran
Historian

Abstract

History provides innumerable lessons in the study of leadership. These lessons provide valuable information for all organizations today. The leadership, trust, and training of the officers and men of the 20th Maine Volunteer Infantry Regiment from May 20, 1863 through July 2, 1863 clearly demonstrate the value of good leadership. Good leadership facilitates trust among the members of the organization and provides added emphasis for training events. When it becomes necessary to place the training into action, the leadership and the trust previously developed prove their ultimate worth.

Key words: leadership, communication, and training

Leadership through communication and action

The interest and research in the subject of leadership has been with us for many years and rightfully so. It is through leadership that we, as a society, move forward into the future. There are those that may believe that looking to our past for leadership lessons is an exercise in futility. There are others that may believe that understanding and learning from history is the key to the future, and that a leader that possesses an understanding of history allows for better decisions with regard to the future. In this paper, the authors will examine the actions of individuals involved in situation that required leadership, communication, training, and trust.

As with any discussion on leadership, it would be appropriate to provide a definition of leadership and then examine the aspects of that definition of leadership that were displayed. For the purposes of this paper, this definition will be utilized:

The capability to create a vision and communicate that vision to others to share in making that vision a reality.

-Leadership is dynamic

-Leadership is not a function of level or position.

Furthermore, leaders have a certain fundamental beliefs and attributes:

-Leaders believe that honest and ethical behaviors are foundational values of true leadership.

-Leaders use holistic thinking, communication, and accountability as the fundamental attributes of leadership (Prewitt, Weil, & McClure, 2011, p. 13).

Leadership is the ability influences others through example and communication. The leader's example is one that generates the internal motivation in others to contribute to the

achievement of the goal or goals of the organization. Conversely, organizational members are looking to the leadership of the organization for communication, collaboration, and the establishment of trust between the two groups. A leader uses the collaborative and communicative skills he or she possesses to gain the trust of the organizational members and through these actions, he or she gains influence. This ability to influence others gives the leader referent power in addition to the already given legitimate power. One of the aspects of the collaborative nature is training.

Training is a planned effort to provide organizational members with job-related knowledge and skills to facilitate the accomplishment of the organizational goals and objectives (Noe, 1999). Within any organization, the training activities and the effectiveness of the training are critical elements of success. Hard work and talent will take an organization only so far. Without leadership and effective training, progress will be stifled and any chance of success greatly diminished. Let us now take a step back in time...

The year is 1863, the month, May. The 20th Maine Infantry Regiment was organized under President Lincoln's call for additional troops and mustered into the service on August 2, 1862 under the command of Colonel Alderbert Ames and Lieutenant Colonel Joshua Chamberlain. Initially, the regiment had a compliment of 1,621 men under arms (Brann, 1999). By May of 1863, the regiment's numbers had dwindled to approximately 266 men. It would be the smallest regiment in the Brigade and its weakest link due to its small size (Brann, 1999).

The Union Army under Major General Joseph Hooker has fallen back to Fredericksburg after its horrific defeat during the Chancellorsville Campaign. The 20th Maine Volunteer Infantry Regiment missed the fighting at Chancellorsville because it was under quarantine ("20th Maine," n.d.). As one member of the organization indicated, "our regiment was vaccinated, and

by some blunder of the medical director, the small-pox was introduced, and there were several forms of the dreaded disease in its most violent form” within the regiment (Gerrish, 1882, p. 86). Instead, the regiment is assigned to guard the telegraph line between “Falmouth and Hooker’s headquarters” (Gerrish, 1882, p. 86). However, Lieutenant Colonel Joshua Chamberlin does participate and is assigned to the First Division of the Fifth Corps and has a horse shot out from underneath him during the fighting at Chancellorsville (“20th Maine,” n.d.). After the battle, he returns to the regiment and resumes his previously held duties.

While the regiment was in camp around Fredericksburg with the rest of the Army of the Potomac its commanding officer, Colonel Alderbert Ames, received a promotion to brigadier general and assigned to command a brigade in the Union Eleventh Corps under Major General Oliver O. Howard. Lieutenant Colonel Chamberlain was promoted to the rank of Colonel and proudly assumed command of the regiment (Rains-Trulock, 1992). The appointed adjutant for the regiment was Lieutenant John M. Brown; however, he was to follow the newly minted Brigadier General Ames to his new command as a staff officer. Colonel Chamberlain appointed his brother, Sergeant Thomas D. Chamberlain as acting adjutant and with it a promotion to Second Lieutenant (Rains Trulock, 1992).

Also on May 20, 1863, while still encamped around Fredericksburg, the Second Maine Infantry Regiment received orders to return to their native Maine and home as their two-year enlistments had expired (“Second Maine Infantry Regiment,” n.d.). The men of the Second Maine had originally enlisted for 90-days. At about the same time, the Maine legislature passed a resolution authorizing the raising of 10 regiments for a term of service of two years, which included the Second Maine (Pullen, 1997). Therefore, the soldiers of the regiment were presented with a second set of enlistment papers. These papers enlisted them for two years. The

recruitment officer said that he would have to muster the unit into Federal service for three years, as he had no authority to do otherwise (Pullen, 1997). Many of the men refused to sign the additional papers; however, 120 men were induced to sign the three-year papers. However, the officer, as it has been reported down through the years, indicated the three-year papers were only a formality and the men would be treated as all of the other members of the regiment.

The Second Maine had participated in every eastern theater campaign and march since the beginning of the war from First Bull Run to Chancellorsville. They had done their duty and now it was time for them to return to their homes and families. However, such was not the case for the entire regiment. These 120 men refused any further duties with the Federal army. They felt each had done their duty and each had believed the recruitment officer two years earlier that it would be made right. It was their belief that each had signed only to serve with the Second Maine. The remainder of the regiment returned to Maine and their families to a hero's welcome, these 120 men would not (Rains Trulock, 1992). For them, May 20, 1863 turned into a day of disbelief and disappointment. The men "refused to do military duty, and had been sequestered in a prisoners' camp as mutineers, waiting court-martial" (Chamberlain, 1994 a, p. 24). During this time, these battle-hardened veterans were denied sustenance. Here they would remain until the chain-of-command could determine their fate.

With the hindsight of 150-plus years, it is easy to argue these men should have known better. As is indicated in the definition of leadership that is being utilized for this discussion, leaders believe in honest, ethical behaviors, and actions. These men believed the recruitment officer telling them that it was a mere formality and that they would be mustered out when the regiment's time had expired. A leader (the recruiting officer) told these 120 men that everything would be taken care of when the time came. Plainly, it was not the truth. The leader was not

truthful, was focused on a directive that he was given, and was determined to meet that requirement no matter what, even if it meant being dishonest. These men felt betrayed by the very government they had been fighting to preserve. The very foundation of true leadership – honest and ethical behavior - had been broken. Additionally, the communication process was used to deceive rather than to inform and provide an avenue for truth. The result of this dishonest, unethical, and failed communication process was 120 combat veterans being held as prisoners awaiting a determination of their fate - a fate that could result in their execution. Today, we are much more skeptical, maybe because of the experiences of our past, of what information government and others provide to us. In 1861, it was almost unfathomable to believe that a government representative could be so designing and oblique in dealing with the people that government represented. That government now viewed them as mutinous soldiers in a time of war.

On May 23, 1863, their destiny was determined. These men were to be marched, still under arrest and under guard, to the camp of the 20th Maine (Pullen, 1997). Their guards, the 118th Pennsylvania, known as the Corn Exchange Regiment, marched them with fixed bayonets (Chamberlain, 1994). The orders Chamberlain received, along with the men of the Second Maine, were shocking to say the least. These orders read in part, “make them do duty, or shoot them down the moment they refused” (Chamberlain, 1994 a, p. 24). These orders were from the corps commander himself, Major General George G. Meade. The newly minted commander of the 20th Maine was determined to find a different way of dealing with these Maine men. It was a predicament that Colonel Chamberlain did not want or need, especially if he intended to return to Maine after the war (Pullen, 1997). Shooting these men would also disagree with the fact the regiment also needed replacements. Colonel Chamberlain rode over to General Meade’s

headquarters and received permission to handle the situation in his own way. He rode back to the regiment and dismissed the guards accompanying these mutineers. These were not just soldiers from Maine; these were his neighbors. The men of the Second Maine were recruited from Bangor and across the river was its sister city, Brewer, where the new colonel of the 20th Maine grew up.

Colonel Chamberlain spoke with men that were now his responsibility, discovering they had not received any subsistence in three days. The first order of business was to provide some food to these men. As Chamberlain (1994 a) wrote, “I had placed their names on our rolls, distributed them by groups, to equalize the companies, and particularly to break up the ‘esprit de corps’ of banded mutineers” (p. 24). Once the men of the Second Maine were fed, Colonel Chamberlain called them together again. He pointed out the situation; specifically, they could not be treated as civilian guests of his regiment. Furthermore, he would put them on duty with the regiment as his orders dictated and would treat them as soldiers should be treated. He continued that none would lose any rights by obeying orders and that he would see what could be done with regard to their claims. Colonel Chamberlain understood and empathized with their plight and believed the entire affair was handled rather clumsily.

On May 25, 1863, Colonel Chamberlain wrote a letter to Governor Coburn of Maine and broached the subject of the plight of the men of the Second Maine. In his letter, Chamberlain reveals his feelings towards what has occurred with the men now under his command. He wrote, “The transfer of “three years men” has been so clumsily done, that the men were allowed to grow quite mutinous...” (Nesbitt, 2011, p. 59). He further wrote, “You are aware, Governor, that promises were made to induce these men to enlist, which are now not kept, & I must say that I sympathize with them in their view of the case” (Nesbitt, 2011, p. 60). The last three sentences

on the subject reveal his calm and level-headed handling of the dilemma and his dedication to the orders that he has received on the matter from his military superiors.

I shall carry out my orders whatever may be the consequence; but I sincerely wish these men were fairly dealt with by those who made them their promises. All of their papers say they are enlisted for three years – just as the men of this Regt. are, & for us in the field there is no other way but to hold them to it. What you may be able to do for them I do not know (Nesbitt, 2011, p. 60).

On May 27, 1863, Colonel Chamberlain wrote another letter to the Governor concerning his desire to obtain a replacement surgeon for his regiment and the continuing plight of the men of the Second Maine.

The men of the “Second” are still quite unhappy; still feeling that great injustice has been done them in holding them to service longer I have taken a liberal course with them, because they are nearly all true & good men, but I shall be obliged to carry a firm hand. They are now ordered on duty, & their orders must be carried out.

They are expecting to hear from you, in reply to a communication of theirs & their expectation keeps them in an undecided state of mind as to doing duty,

I sympathize with the men, but while under my orders, they will be strictly held to obedience (Nesbitt, 2011, p. 61-62).

On May 28, 1863, the 20th Maine broke camp and began to move. They were to guard the fords on the Rappahannock River, a new campaign was about to begin. In the meantime, Colonel Chamberlain’s other brother, John, was attempting to reach him and Thomas. John offered his services through enlistment in Christian Commission. The Christian Commission was an organization of people who attended to the physical and spiritual needs of the soldiers.

As a representative of the commission, the commission would pay for John's expenses. All he would need is serviceable clothing, good shoes, and enough spare clothes to fit in a small suitcase. During his travels, he found himself at a Fifth Corps hospital and spoke with some of the wounded and sick men of the 20th Maine.

We have as good a Col as in the Army of the Potomac – he is full of military brass but considerate & treats the men like men not dogs as Ames did. He don't say go boys, but come. Why! Would you believe it he had some breastworks to throw up and what does he do but off coat and into it himself...every man had the same story to tell of their Col andAdjt [adjutant] who was not afraid to speak to a private (Rains Trulock, 1992, p. 118-119).

It was during the march towards their date with destiny and history that many of the members of the disgruntled Second Maine choose to join the ranks and adopt their new regiment as their own. Captain Ellis Spear wrote in his diary that in early June, he had received nine additional men for his company, evidence of Colonel Chamberlain spreading the former Second Maine members throughout the regiment (Spear et al., 1997). What exactly was said we may never know, but whatever was actually said and done must have calmed their anger and satisfied their minds. What is known is that 119 men of the Second Maine had voted to take up their arms and become members of the 20th Maine Infantry. A trust had been restored and the leadership of Colonel Joshua Chamberlain was becoming more evident. It is also during this march that another action takes place that impacts and provides additional credence to the leadership of Joshua Chamberlain.

Sometime during the march, a major change takes place within the enlisted ranks of the regiment. The color bearer of any Civil War regiment is a coveted and prestigious position

within the organization. It is a position of extreme trust and honor. During the deafening noise of musket and cannon fire, blinding smoke, and confusion of battle, the actions of the color bearer are of paramount importance. The color bearer has the responsibility of being the rallying point for the entire regiment. The movement of the colors and the actions of the color bearer during battle gives both direction and reassurance to the officers and men of the regiment. Many times during the numerous battles of the Civil War, commanders would order the troops to rally around the colors or close on the colors. It is through the movement of the colors that commanders would direct the action of the soldiers as their voices would not carry above the noise of battle and, at times, could not be seen because of the intense smoke from the musket fire. It has been said in many Civil War circles that the color bearer had to have a stout physical stamina, a requisite courage, be a leader among the men, and have the trust of the commanding officer to assume that position. Colonel Chamberlain made a change to the position of color bearer. He chooses Sergeant Andrew Tozier.

Sergeant Andrew Tozier was a member of the previously mutinous Second Maine. With this decision, Colonel Chamberlain had selected a seasoned veteran to carry the colors of the 20th Maine into the next battle and history. Sergeant Andrew Tozier was indeed a seasoned veteran and had been previously wounded in the battle at Gaines' Mill. He was captured and sent to the Confederate prison at Belle Isle before being properly exchanged ("At Little Round Top: Andrew J. Tozier of Litchfield held aloft the flag a thrilling tale," 1908). For Colonel Chamberlain to make such a selection, Sergeant Tozier must have had, at a minimum, some solid soldierly qualities that impressed his new commanding officer.

This decision indicates a correlation to the definition that was described earlier. Colonel Chamberlain had a duty and responsibility to act in an honest and ethical manner for the

regiment as a whole. The decision is arguably based on a holistic thought process of selecting the best man from within the organization for the position of color bearer. There can be no doubt that it is a dynamic decision. It is probably safe to deduce there may have been some within the ranks of the 20th Maine that disagreed with Colonel Chamberlain and would rather have a member of the original 20th Maine as the color bearer – and not some mutineer - or maybe some believed they should have been selected. Additionally, an argument can be made on the accountability factor of the definition.

Colonel Chamberlain is responsible and held accountable for the regiment in all circumstances, maintaining good order, and its actions in any engagement. The color bearer is the critical focal point of those actions. If the color bearer retreats, the regiment retreats. Should the color bearer move forward, the regiment moves forward; if the color bearer holds his ground, the regiment holds its ground. By acting in a dynamic, accountable manner, and being both honest and ethical, Colonel Chamberlain's decision is more than justified and confirmed.

By nightfall of July 1, 1863, after having marched the entire day, the Fifth Corps and the 20th Maine were located at Hanover, Pennsylvania. Colonel Chamberlain wrote that his regiment was “worn and famished” after the long march (Chamberlain, 1994 a, p. 17). The regiment began to encamp and the forage wagons had issued rations to the men. Word began to filter into the camp that the First and Eleventh Corps had been engaged at Gettysburg and the venerable Major General Reynolds had been killed in the action. “Suddenly the startling bugle-call from unseen headquarters! ‘The General!’ it rang! To the march! No moment to delay!” was heard throughout the camp (Chamberlain, 1994 a, p. 17). Despite aching feet and no time to consume the food that was being prepared, the regiment and the Fifth Corps were back on the road to Gettysburg – a distance of 16 miles. A forced march was in the offing, a march through the

night to reach Gettysburg and a date with destiny. The men of the 20th Maine knew they were headed for a battle, and knew their comrades in the town needed their assistance to resist the Army of Northern Virginia and General Robert E. Lee.

Given a couple of hour's rest along the march to sleep, the regiment arrived east of Gettysburg the morning of July 2, 1863 around 7:00 a.m. The men attempted to get some rest and food, but soon were on the move again relocating across Rock Creek and the Baltimore Pike to a low rise near the pike. Sometime around 3:00 p.m., Major General Meade summoned the various Corps commanders to a meeting at his headquarters (Pfanz, 1987). During this meeting, General Gouverneur K. Warren, Chief Engineer for the Army of the Potomac, reported that the Third Corps was not in position. As the meeting was ending, General Sickles, commanding that corps, and his staff rode towards General Meade's headquarters. The sound of cannon fire had begun and General Meade directed General Sickles to return to his Corps. As the generals began to disperse, General Meade spoke with General Sykes, now commanding the Fifth Corps, and engaged in a low toned conversation. In his report after the battle, General Sykes recorded that he was to "throw the whole Fifth Corps in on the left and hold it 'at all hazards'" (Pfanz, 1987, p. 207). General Sykes gave orders to have the command move forward toward the Little Round Top area. During this same timeframe, General Meade rode towards the Third Corps line with General Warren accompanying him. General Warren indicated the line that General Sickles was supposed to be on, but was approximately three-quarters of a mile forward of that line. General Meade directed General Warren to go towards Little Round Top and observe the situation. What General Warren discovered was the Confederate line was well south of the Emmitsburg road and that Little Round Top was undefended (Coddington, 1968).

In accordance with General Sykes' orders, General Barnes' First Division of the Fifth Corps was the first division in line, Colonel Strong Vincent's brigade leading the way, and was on the move toward the Union left flank. The roar of cannon and musketry was loudly heard as Lieutenant General Longstreet's First Corps of the Army of Northern Virginia has begun its attack on the Union left.

Colonel Vincent's brigade approached the battlefield by way of the Granite Schoolhouse Lane and crossed the Taneytown Road (Pfan, 1987). Vincent halted his brigade near the George Weikert house to await orders. "We soon saw that our Third Corps was not where we thought – between the Second Corps and the Round Tops – but had been moved forward a mile, it seemed, almost to the Emmitsburg Road" (Chamberlain, 1994 a, p. 21). It is here where Colonel Vincent encounters one of General Sykes aides. He says,

"Captain, what are your orders?"

The Captain replied, "Where is General Barnes?"

Vincent said, "What are your orders? Give me your orders."

"General Sykes told me to direct General Barnes to send one of his brigades to occupy that hill yonder," shouted the captain.

Vincent said, "I will take the responsibility of taking my brigade there" (Pfan, 1987, p. 208).

Upon hearing the orders, Colonel Vincent takes the responsibility upon himself to move his brigade, at all possible speed, to occupy the hill (Chamberlain, 1994 b). Understanding the urgency of the situation, Vincent rode back to Colonel James C. Rice, commander of the 44th New York, and directed him to lead the brigade to that hill as quickly as possible (Pfan, 1987). Colonel Vincent rode forward to select the site for the placement of the regiments in the brigade.

The die was cast; Colonel Vincent's decision confirmed the appointment with destiny and history for himself, his brigade, and the 20th Maine.

Leadership is dynamic. Colonel Vincent's decision to take responsibility for moving his brigade to the hill, without proper orders, is dynamic in and of itself. It is also an example of leadership not being a function of level or position. Colonel Vincent was not the Division commander. He did not have the responsibility or authority to make the decision that was being given to the general commanding the division. He, after all, was only a brigade commander and not the senior brigade commander within the division. Regardless, he understood the situation and took the responsibility in a dynamic way.

Moving from their position, at the double-quick, Colonel Vincent's brigade found "a rude log bridge over Plum Run, and a rough farm-road leading to the base of the mountain" (Chamberlain, 1994, p. 21). Rebel gunners were firing as the brigade began to climb the rocky hill and shells came crashing down, creating a shower of tree limbs and rock splinters amongst the men (Rains Trulock, 1992). It is probable that Confederate gunners were firing at the Union signalmen on the crest of the hill (Pfan, 1987). As Tom Chamberlain rode beside his brother, Joshua, they observed their other brother, John, riding toward them. Shortly thereafter, a solid shot whizzed by the brothers. "Chamberlain ordered his brothers to separate from him immediately, he told them laconically, 'another such shot, might make it hard for Mother'" (Rains Trulock, 1992, p. 131-132). Tom, a Lieutenant in Company G, was serving as adjutant for the regiment, was ordered to the rear of the regiment to ensure that it was moving along and John was directed to look for a place for those that would be wounded in the coming fight (Chamberlain, 1994 b). The brigade was traversing around the hill's reverse slope, most likely

well below the crest because General Warren, who was on the hill, was not aware the brigade was making its way towards his position (Pfan, 1987).

Reaching the southern portion of the hill Chamberlain, “found Vincent there, with intense poise and look. He said..., ‘I place you here! You are to hold this ground at all costs!’” (Chamberlain, 1994 a, p. 23). Colonel Chamberlain ordered his regiment, “on the right by file into line” (Chamberlain, 1994 a, p. 23). The regiment, including the men of the Second Maine, numbered approximately 358 men and 28 officers (Denman, 2005). Colonel Chamberlain ordered Captain Walter G. Morrill of Company B, to take its 44 men, leaving 314 men on the main line, to protect the front left flank and act as skirmishers (Brann, 1999). Captain Morrill was an experienced officer and Chamberlain had absolute trust in him (Rains Trulock, 1992). The brigade thus formed, with the 20th Maine on the left, the 83rd Pennsylvania, the 44th New York, and the 16th Michigan on the right.

Very shortly after Captain Morrill took his men out, firing began on the company’s right and rear (Pfan, 1987). A sergeant and a dozen or so men from the Second U.S. Sharpshooter Regiment, armed with .52 caliber breech-loading rifles joined Company B (Brann, 1999). These sharpshooters had been harassing the Confederates as they marched toward the Union line. They promptly informed the Captain that a large enemy force would be upon them very soon. Captain Morrill, instead of rejoining the main line, moved his company behind a stone wall that was located in front and left of the main line. Here, along with the sharpshooters, they would remain, soon to be cut off from their comrades.

As Brigadier General Evander Law led his Confederate brigade across the fields towards its encounter with Union forces on Little Round Top, he shifted two of his regiments to the right to assist General Robertson’s attack on Devil’s Den (Coddington, 1968). This action left the 15th

Alabama, under the command of Colonel William C. Oates, on the extreme right of the line with the 47th Alabama on his left. The 15th Alabama brought approximately 644 riflemen to the fight compared to the approximately 358 men of the 20th Maine. The 47th Alabama brought approximately 290 muskets to the fight to the 375 muskets of the 83rd Pennsylvania (Coddington, 1968).

The sounds of battle were raging to the west of the little hill that Vincent's brigade had just occupied. The men of the other regiments could see the waves of enemy soldiers assaulting their comrades in the rocks and fields before them. They also saw the determined lines of the enemy swarming in their direction bent on capturing the position they now held. Not 10 minutes had passed before these stalwart men would be on the receiving end of the Confederate attack (Chamberlain, 1994 a).

Performing the duties of a field officer, Captains Clark and Spear had been placed in charge of the right and left wings, respectively, of the 20th Maine. Behind the ranks of the regiment, Colonel Chamberlain moved with words of encouragement and caution for his men. As the enemy approached, Oates's men were greeted with what he described as "the most destructive fire I ever saw" (Pfanzen, 1987, p. 221). The Confederates withdrew to regroup and attack again, moving towards the left of the Union line in an effort to flank them. "In the thick and smoke, Lieutenant Nichols, a bright officer near our center, ran up to tell me something queer was going on in his front, behind those engaging us (Chamberlain, 1994 b, p. 14). Ellis Spear wrote that had also informed Chamberlain of the enemy's activity and its attempt to gain the left of the regiment (Spear et al., 1997). Should the enemy gain the left, the results are easy to foresee and Chamberlain was determined that it would not happen.

Chamberlain climbed upon a rock in the midst of the regiment to observe what was happening in his front. Indeed, he discovered the enemy was attempting to gain the left of his regiment. He must do something and be quick about it. He called his captains together and told them of his plans; keep a hot fire on the enemy and, at the same time, to side step to the left (Chamberlain, 1994 a). Leading the colors, held by Sergeant Andrew Tozier, Chamberlain moved to the left, placed his colors with its guard, and placed them at what was the regiment's extreme left flank. The line would then bend at a right angle from that point in a maneuver called 'refusing' the line (Rains Trulock, 1992). The multiple ranks that were once the 20th Maine front would now be stretched to a single rank, including the file-closers. The line now held would stretch nearly twice the previous length. As the men completed their movement, the Confederates attacked again. Although not an unheard of movement, it was difficult to complete under normal circumstances, let alone under fire. The study, the discipline, the training, the trust, and the leadership of the officers and men of the 20th Maine proved to be equal to the task. As soon as the movement was completed, Spear, et al., (1997) recorded, "as the enemy was moving and we were standing on the defense and ready. Then uproar of musketry, the cloud and smell of battle smoke, tense excitement but no shouting but men loading and firing as fast as possible" (p. 34).

There seemed to be no end to the Confederate attacks. Chamberlain believed that he and his regiment were on the receiving end of successive or en echelon advances, a tactic that would be useful in this type of attack (Rains Trulock, 1992). The pressure was intense; the line of the 20th Maine swayed back and forth during the fight as the Confederates fought desperately to gain the advantage. During a lull in the firing, Captain Spear walked toward the center of the line. There he observed Sergeant Andrew Tozier holding his ground. Sergeant Tozier had picked up a

musket that had been dropped by either a wounded or a killed comrade and was defending his charge and position (Spear et al., 1997). Sergeant Tozier and one other was all that remained of the color guard. “His color-staff planted in the ground at his side, with musket and cartridges seized from the fallen comrade at his side he was defending his sacred trust in the manner of songs of chivalry” (Chamberlain, 1994 a, p. 29). Chamberlain dispatched his brother Thomas, and Sergeant Reuel Thomas to help fill the gap and repairing the breach (Rains Trulock, 1992). He also sent a messenger to the commander of the 83rd Pennsylvania to see if he could spare any troops. Alas, no troops were available but the 83rd would extend its left to allow Chamberlain to close up his own line.

During a lull in the fighting following a repulse of the Confederate force down the hill, Chamberlain found Private George Washington Buck prone upon the ground (Rains Trulock, 1992). Private Buck had been mortally wounded and his life was coming to an end. The young private had been promoted to Sergeant in 1862, but was unjustly vilified by another Noncommissioned Officer resulting in the loss of the Sergeant stripes; a punishment imposed by a less than investigative commander. The private asked that his mother be told that he did not die a coward. Chamberlain told the young man, “You die a sergeant. I promote you for faithful service and noble courage on the field of Gettysburg” (Chamberlain, 1994 a, p. 31). Here in the midst of the smoke and confusion of an intense battle, Chamberlain, in a dynamic way, corrects the less than honest and ethical behaviors of another and restores the honor of a dying young man.

The fight soon resumed and becoming hand-to-hand in several places along the line. Both sides had been locked in mortal combat for more than an hour and were nearing the end of their endurance. The Confederates made another charge and were barely repulsed by the men

from Maine. To Chamberlain, it appeared the enemy seemed to be regrouping their lines for another attempt at dislodging their Union opponents.

The men of the 20th Maine were running low on ammunition. They had been taking what they could find from downed comrades and even from the Confederates laying in their front, to include using their muskets. The Colonel of the 20th Maine knew his line could not withstand another charge as many of his men were without ammunition and the ranks had been dangerously reduced by the fierce fighting. His orders were to hold this line at all hazards. That time had come. All of the hazards that a unit could face were being faced. A decision had to be made and that decision fell to Chamberlain. To absorb another attack meant death and disaster for his men; to retreat meant the collapse of the Union line and possible defeat for the Army of the Potomac. The decision was made; there was only one thing left to do – a counterattack. Chamberlain wrote that he communicated his plans to Captain Spear (Chamberlain, 1994 a). Conversely, Spear claims that he received no instructions from his commander concerning the charge (Spear et al., 1997).

Very shortly after Chamberlain says he had communicated with Captain Spear, Lieutenant Holman Melcher came and asked for permission to go forward to retrieve some of the wounded. Chamberlain said, “Yes, sir, in a moment! I am about to order a charge! We are about to make a great right wheel” (Chamberlain, 1994 b, p. 22). Raising his voice so that he could be heard above the noise of the battle, the commanding officer of the 20th Maine stepped to the colors and called, “BAYONET!” (Chamberlain, 1994 a, p. 33). Sergeant Tozier raised the colors from the crook of his arm into the air – a sign that some type of movement was about to commence. The command was repeated throughout the line and the men affixed that deadly tool of war to their muskets. The men knew what was next as their training reminded them that a

charge was in the offing. Meanwhile, the Confederates appeared to be making another move forward.

There is dispute whether Colonel Chamberlain ever called the appropriate command. Chamberlain himself wrote, "It was vain to order 'Forward.' No mortal could have heard it in the mighty hosanna that was winging the sky" (Chamberlain, 1994 a, p. 33). However, in the recollections of Ellis Spear, "I heard a shout on the center, of 'Forward' & saw the line & colors begin to move" (Spear et al., 1997, p. 34). In any case, Sergeant Tozier began to move forward with Chamberlain behind him in his proper place. The left wing, under Spear, began to quiver and move forward. The great right wheel had begun. The enemy was a mere 30 yards distant. The Confederates were taken by surprise. Many in the front ranks dropped their muskets and surrendered (Coddington, 1968). During the charge, a second line Confederate line made up of the 15th and 47th Alabama attempted to make a stand. It was at this time that Captain Morrill's men of Company B and the dozen or so sharpshooters stood up from behind the stone wall and opened a devastating and deadly fire upon the Confederates (Brann, 1999). There can be no doubt the breech loading rifles used by the sharpshooters added to the intensity and Oates's thought that two regiments of Union forces were firing from behind the stone wall (Rains Trulock, 1992). The Confederates began to retreat in an unorganized haste with the men from Maine in pursuit.

Chamberlain and his officers managed to stop the men of the regiment in the front of the 44th New York. It was reported that they had taken nearly 400 prisoners (Rains Trulock, 1992). Upon returning to their original location, they found 50 dead and over 100 badly wounded Confederates. Colonel Chamberlain and the men of the 20th Maine also paid dearly for their hard fought victory protecting the left of the Army of the Potomac. According to a battle report

written by Chamberlain on July 6, 1863, “the loss, so far as I can ascertain it, is 136-30 of whom were killed, and among the wounded are many mortally” (Chamberlain, 1863, para. 27).

The leadership, the trust, the training, and actions of the officers and men of the 20th Maine deserve recognition and honor. The dynamic nature of leadership becomes readily evident when the 120 men of the ‘old’ Second Maine are attached to his regiment. As discussed previously, leadership is the ability to influence others through communication and behaviors. Using both honest and ethical behaviors, with communication, and demonstrating accountability, Colonel Chamberlain is able to restore the trust that had been previously destroyed. Through these communicative efforts, he used holistic thinking and was able to provide a vision for the mutinous men that satisfied the needs of the men and those of a regiment in desperate need of additional fighting men. The selection of Sergeant Tozier to be the color bearer for the regiment demonstrates holistic thinking in that he selected the best person for such an important and critical position. As stated in Prewitt, Weil, & McClure (2011), “one of the major differences between leaders and managers is the ability to influence change” (p. 14). It is the ability to influence change that gives a leader their credibility and authority (Yukl, 1998). Colonel Chamberlain demonstrates through his observable and understandable actions the ability to influence change in others. In our modern world, organizational members are looking toward the leadership to communicate, collaborate, and provide the direction for the organization.

Sergeant Tozier demonstrates the portion of the definition that leadership is not a function of the level or position occupied by the individual. He was not an officer and was not in charge of even a squad of men. However, to be selected as the color bearer was a source of great distinction within a regiment as it represented an individual that had previously displayed fortitude and bravery under fire. With the confusion, smoke, and tremendous noise associated

with battle, verbal commands may not be heard as was recorded by Captain Spear on the left wing (Spear et al., 1997). During the training of the officers and men, all were taught to follow the movements of the flag. To the Civil War soldier, the loss of the flag was considered a colossal disgrace. Sergeant Tozier's steadfastness during the fighting and his movement forward starting the famous charge would result in his earning the highest military decoration the United States has, the Medal of Honor, which was awarded on August 3, 1898. Leaders are found at all levels within an organization and those skills and attributes must be cultivated and encouraged within our organizations of today.

It would be inattentive to the study of leadership not to mention the actions of Captains Ellis Spear and Walter Morrill. Both of these men clearly demonstrated that part of the definition communicating a vision to others in making that vision a reality. Colonel Chamberlain had communicated that vision to Captain Spear and with that in the forefront of his thoughts and actions, he relied on his training and the understanding of the vision provided by his commanding officer and made that vision a reality. Being the senior officer on the left wing of the regiment, it was at Captain Spear's direction the men began the charge. Today, researchers and numerous authors of articles on leadership strongly indicate that it is incumbent upon the current leadership of an organization to communicate and to provide for the training and development of the knowledge, skills, and abilities of current organizational members to ensure the organization's effectiveness in future activities. By the end of the war, Captain Spear would become the commanding officer of the 20th Maine and be promoted to the rank of Brigadier General on April 9, 1865. Captain Spear's training, development, and experience enabled him to analyze and understand the situation and react accordingly.

Although Captain Morrill and his men were isolated from the main body, his leadership is evident in that he was true to his oath of protecting his men and seeing the action unfolding before him responded with a flanking attack that threw the Confederates into confusion. Without direct communication, but with a holistic thought process, trust, a reliance on training, and faith in his commander and the other members of the regiment, Captain Morrill provided great assistance to making the vision a reality and the success of their assigned mission.

On December 26, 1908, a reporter of the Lewiston Evening Journal interviewed Andrew Tozier. During that interview, he had this to say of his commanding officer, “General Chamberlain was the bravest man that I ever saw in battle. Thruout [*sic*] that awful fight he remained perfectly cool and was always in front where the battle was the fiercest” (Joshua Lawrence Chamberlain, 1908, para. 5). For his leadership and actions during the Battle of Gettysburg, Joshua Lawrence Chamberlain would be awarded the Medal of Honor on August 11, 1893.

Much has been written on the actions of Colonel Strong Vincent’s brigade and the 20th Maine Infantry on that fateful day in July of 1863. Ellis Spear wrote to his granddaughter in the early part of the following century that we may never know exactly what happened on July 2, 1863 (Spear et al., 1997). What we can determine is the leadership, communication, trust, and training of yesterday provides valuable lessons for use today.

By focusing on such a traumatic and touchstone moment in history, we have sought to call attention to the instrumental rationality that governs most of our decision-making as it relates to leadership, communication, ethical behavior, and training to the forefront. This allowed us to utilize this historical study to highlight certain aspects that, on a practical level, undergird theories that make up a systematic utilization these attributes and beliefs.

We have advanced the notion that leadership should be seen through the prism of ethics. Ideas about ethical leadership evolved in academic circles in the late 1980s and the beginning of the 1990s in the fields of management and organizational psychology. We embedded our notion of ethical leadership in the systematic training process. In doing so, we called attention to the characteristics of an ethical process.

This paper reflects work in which the authors have been engaged for over a decade. This work is intended to define, from within, the moral dimensions that surround decisions made by people who strive to act properly with respect to their responsibilities and in situations that present them with ethical dilemmas. What was import was to get at the heart of ethical leadership, namely, decision-making in a difficult context – a veritable ethical test in terms of the exercise of leadership.

References

- 20th Maine Infantry Regiment. (n.d.). Retrieved from
civilwarintheeast.com/USA/ME/20ME.php
- At Little Round Top: Andrew J. Tozier of Litchfield held aloft the flag a thrilling tale. (1908, December 26). [Lewiston Evening Journal]. Copy in possession of
www.joshualawrencechamberlain.com.
- Brann, J. R. (1999,). Defense of Little Round Top: The full story. *America's Civil War*, 12(5), 34-40. Retrieved from ProQuest Research Library
- Brann, J. R. (1999, November). Defense of Little Round Top: The full story. *America's Civil War*, 12(5), 34-40. Retrieved from ProQuest Research Library
- Chamberlain, J. L. (1863). Colonel Joshua Lawrence Chamberlain - Gettysburg. In *Report of Colonel Joshua Lawrence Chamberlain - Twentieth Maine Infantry, Field near Emmitsburg*. Retrieved from The Civil War home page
- Chamberlain, J. L. (1994 a). *Bayonet! Forward: My civil war reminiscences*. Gettysburg, Pennsylvania: Stan Clark Military Books.
- Chamberlain, J. L. (1994 b). *Through blood & fire at Gettysburg: General Joshua Chamberlain and the 20th Maine*. Gettysburg, Pennsylvania: Stan Clark Military Books.
- Coddington, E. B. (1968). *The Gettysburg Campaign: A study in command*. New York, New York: Touchstone.
- Denman, J. (2005, August). What really happened on Little Round Top? *Civil War Times*, 44(3), 34-40. Retrieved from ProQuest Research Library
- Gerrish, T. (1882). *Army Life: A private's reminiscences of the Civil War*.
[<http://books.google.com/books>]. Retrieved from <http://books.google.com/books>

Joshua Lawrence Chamberlain. (1908). www.joshualawrencechamberlain.com

Nesbitt, M. (2011). *Through blood & fire: Selected Civil War papers of Major General Joshua Lawrence Chamberlain*. Mechanicsburg, Pennsylvania: Stackpole Books.

Noe, R. (1999). *Employee Training and Development*. Boston: Irwin McGraw-Hill.

Pfanz, H. W. (1987). *Gettysburg: The second day*. Chapel Hill: The University of North Carolina Press.

Prewitt, J., Weil, R., & McClure, A. (2011). Developing Leadership in Global and Multi-cultural Organizations. *The International Journal of Business and Social Science*, 2, 13-20.

Pullen, J. J. (1997). *The 20th Maine, a volunteer regiment in the Civil War*. Dayton, Ohio: Morningstar House, Inc.

Rains Trulock, A. (1992). *In the hands of providence: Joshua L. Chamberlain and the American Civil War*. Chapel Hill, NC: The University of North Carolina Press.

Second Maine Infantry Regiment. (n.d.). Retrieved from civilwarintheeast.com/USA/ME/2ME.php

Spear, E., Spear, A., Hawkes, A. C., McCosh, M. H., Symonds, C. L., & Alpert, M. H. (1997). *The Civil War recollections of General Ellis Spear*. Orono, Maine: The University of Maine Press.

Yukl, G. (1998). *Leadership in organizations* (4th ed.). Upper Saddle River, NJ: Prentice Hall.