

Institute for Chief Deputy Clerks and  
Deputy Chief U.S. Probation and Pretrial Services Officers

March 21-26, 2004  
*Gettysburg, Pennsylvania*

---

Table of Contents

Agenda  
Participant List  
Faculty Biographical Sketches

**Tab A     Your Leadership Compass**

- Instructor Handouts

**Tab B     Self-Leadership: Exploration of the Inner Territory**

- Pat Sample Manager Feedback
- Profilor Handouts
- Article: Goleman, Daniel. "What Makes a Leader," Harvard Business Review, (Nov.-Dec., 1998), 93-102.

**Tab C     Lessons from Lincoln Readings**

Instructor Handouts

**Tab D     Leadership**

- Transition Guide
- Leadership Bibliography

**Tab E     "Beyond the Institute" – Extending the Learning**

- Federal Judicial Center Change Management Resources
- Presidential Leadership Article

**Back Pocket:**

Workshop Evaluation Form

**Institute for Chief Deputy Clerks and  
Deputy Chief U.S. Probation and Pretrial Services Officers**

March 21-26, 2004  
*Gettysburg, Pennsylvania*

**Agenda**

---

**Sunday, March 21**

- 3:00 p.m. Check into Gettysburg Hotel
- 6:30 p.m. Informal Group Dinner at Gettysburg Hotel (optional)

**Welcome Remarks**

**Marilyn Vernon**  
Chief, Management Programs  
Federal Judicial Center

**Michael E. Siegel, Ph.D.**  
Senior Education Specialist  
Federal Judicial Center

**Valdenia Simmons**  
Program Assistant  
Federal Judicial Center

**Monday, March 22**

---

7:30 a.m. **Continental Breakfast – Eisenhower Room**

8:30 a.m. **Opening Session – Eisenhower Room**

- Welcome and orientation to the Institute
- Introductions and expectations
- Agenda overview

Marilyn Vernon

Michael E. Siegel

9:30 a.m. **Break**

9:45 a.m. **Your Leadership Compass**

Chief Deputies and Deputy Chiefs must exercise significant influence within a challenging network of relations. In this session, we will consider how leaders in the public and private sectors have developed specific strategies to influence people, particularly around issues of change. We will focus on influence strategies appropriate for each audience in your leadership compass and discuss the quality of courage, including the courage to challenge a boss.

Michael E. Siegel

10:30 a.m. **Break**

10:45 a.m. **Your Leadership Compass (continued)**

Michael E. Siegel

12:00 p.m. **Lunch**

1:15 p.m. **Lincoln Case Study: Learning from History**

**Antigoni and Everett Ladd, Founders**  
Tigrett Corp. – Leadership Lessons from History

2:00 p.m. **Organizational Issues: Then and Now**

Review the organizational challenges that Lincoln faced and compare these issues with ones challenging your court organization today.

3:00 p.m. **Leadership Needs in Time of Change**

What leadership behaviors are necessary to lead an organization through a period of change? What values and beliefs guided Lincoln through a civil war? We will analyze Lincoln's personal and professional goals through his own words in letters and speeches.

4:00 p.m. **Walk or Drive to Visitors Center, Gettysburg National Military Park**

**Monday, March 22, continued**

---

**4:25 p.m.      Gettysburg National Military Park: Electric Map Show**

Gain a perspective on the Battle of Gettysburg by viewing a pictorial overview of the three-day battle, a turning point in the Civil War. Then view the museum's exhibits to gather information on battlefield technology.

**Adjourn following the electric map show.**

**Evening      Reading Assignment**

Read, "Implementing the Vision" in the resource book in preparation for group discussion tomorrow.

**Tuesday, March 23**

---

7:30 a.m.      **Continental Breakfast – Eisenhower Room**

8:30 a.m.      **Self-leadership : Exploration of the Inner Territory**

**Carole Napolitano**  
President and Founder  
Synergies

- Three Spheres of Leadership: SELF
- Introduction to 360-Degree Assessment
- Overview of the Profilor
- Analyzing and Interpreting the Profilor Report Exercise
- Team Analyses and Recommendations
- Distribution of Personal Profilor Reports

11:45 p.m.      **Lunch**

1: 15 p.m.      **Personal Profilor Planning**

Carole Napolitano

- The Competencies and Their Dark Sides
- Derailment Factors
- Individual Report Analysis and Reflection
- Goal-Setting/Action Planning Activities
- Peer Consultations
- Individual Consultations with Carole Napolitano or Marilyn Vernon

4:00 p.m.      **Debrief and Wrap-Up of Self-leadership**

Carole Napolitano

- Review of Group Report Highlights
- Responding to Feedback
- Clarifying Feedback

5:00 p.m.      **Adjourn**

Evening      **Reading/Planning Assignment**

Read Daniel Goleman article, "What Makes a Leader?" and continue sorting your data in preparation for drafting a personal development plan.

**Wednesday, March 24**

---

7:30 a.m.      **Continental Breakfast - Eisenhower Room**

8:00 a.m.      **Values and Vision: Steering a Path through Organizational Change**  
Using Lincoln as a model of a focused leader, we'll examine the tools that can be used to steer a diverse organization into better focus. We'll see how Lincoln translated his vision into action and then apply his model to your organization.

9:30 a.m.      **Break**

10:00 a.m.    **Communication: The Toughest Challenge**  
Selling your goals to the people who must implement them is critical to the organization's success, but it is hard to achieve. The case study examines Lincoln's success, and some dramatic failures, in selling his message to his generals. Do you have similar "generals" to direct in your unit?

11:15 a.m.    **Building Your Team: Commitment to the Organization**  
Evaluate your own communications with key staff. Are you reaching them with the most important message? Are they listening or are they working on their own goals?

11:45 a.m.    **Lunch**

1:30 p.m.      **Tour: The Battle of Gettysburg**  
*Note: Board the bus in front of the Gettysburg Hotel. Wear comfortable shoes and bring a coat or sweater.*

We'll tour the northern-most battlefield of the Civil War, and examine the consequences of clear vs. poor communications. See the National Cemetery, dedicated by Lincoln with his Gettysburg Address.

**Gary Kross**

Licensed battlefield guide and author of the annual  
Gettysburg edition of *Blue & Gray Magazine*

4:30 p.m.      **Adjourn**

6:30 p.m.      **Dinner at Dobbin House Tavern**  
*Dobbin House Tavern, 89 Steinwehr Avenue, Gettysburg*

Step back in time as you enter the Dobbin House Historic Tavern and "underground railroad" site. We will carpool or walk from the hotel.

Evening        **Reading Assignment**  
Read the final chapter, "Organizational Analysis," in your resource book.

**Thursday, March 25**

---

7:30 a.m.      **Continental Breakfast - Eisenhower Room**

8:00 a.m.      **Communications Errors and Victories: Leadership Lessons from Gettysburg**

The three-day Battle of Gettysburg offers many insights into leadership—both success stories and fatal errors. Which leaders were able to focus their energies and resources successfully and which ones did not communicate their objectives clearly? We'll analyze the tour and draw some leadership lessons for today's workplace.

10:00 a.m.      **Who Will Follow Me? - Applying the Profilor to your Leadership Role**

11:45 a.m.      **Lunch**

1:00 p.m.      **Lincoln's Cabinet: Dealing with Difficult Behaviors**

Not every leader has a well-oiled team, and Lincoln's Cabinet offers a dramatic example of strong personalities at war with one another. This ambitious group constantly challenged the boss, as well as one another, yet Lincoln used their talents effectively. What lessons can we gain from Lincoln's leadership?

2:00 p.m.      **Reflections with Lincoln**

A chance to learn more about how Lincoln thought and worked as a leader in this discussion with historian James Getty.

4:00 p.m.      **Adjourn**

**Friday, March 26**

---

7:30 a.m.     **Continental Breakfast - Eisenhower Room**

8:00 a.m.     **Contract for Change: Building Commitment in Your Organization**

Examine your organizational goals, your communications strategies, and your ability to work with key players on your management team.

10:00 a.m.   **Evaluating the Experience and Closing Comments**

Marilyn Vernon

11:00 a.m.   **Adjourn**