



LEADERSHIP
LESSONS
FOR THE
OUTGUNNED,
OUTNUMBERED,
AND
UNDERFINANCED

The
Genius
of
ROBERT E. LEE

A L K A L T M A N

AUTHOR OF

CIGARS, WHISKEY & WINNING LEADERSHIP LESSONS FROM GENERAL ULYSSES S. GRANT

"A leader of men in war and peace, a champion of principles, a humanitarian, a man who devoted his entire life to the benefit of others without regard to himself."

PRESIDENT WOODROW WILSON

Describing Robert E. Lee

Robert E. Lee is best remembered as the superb general who held the Union commanders at bay until his outnumbered, outgunned, and poorly fed army was finally overwhelmed by superior forces. Today's leaders, especially those contending for scarce resources while meeting the challenges posed by better financed and more technically advanced competitors, will profit from Lee's example.

What Lee accomplished with his tattered troops was nothing short of spectacular and is the stuff of legends. *The Genius of Robert E. Lee* portrays Lee's greatness without falling prey to the myth that he was a perfect leader. Lee's mistakes and failures form the basis for the important lessons we can learn from his experiences.

Drawing on the writings of Robert E. Lee, Al Kaltman condenses Lee's management brilliance into 260 concise, essential strategies for com-

"The quotations contained in The Genius of Robert E. Lee, brings this great commander to life. Al Kaltman masterfully presents Lee's personality, warlike virtues and human frailties. Lee's leadership style and techniques are as relevant today as they were at Chancellorsville. Great leaders inspire us to greater efforts, whether on the modern battlefield or in business."

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Major General, USMC (Ret.)
CEO, Marine Corps University Foundation
The Robert A. Lutz Distinguished Chair of Military Studies,
Marine Corps University

"I personally witnessed Al Kaltman apply his management principles to successfully re-engineer our company, establishing a firm foundation for us to build on. Now he shares some of that same wisdom in his brilliant portrayal of the leadership of Robert E. Lee."

Timothy D. Bruns

Acting President and CEO
Merastar Insurance Company

"Robert E. Lee exercised leadership in circumstances that yielded dramatic triumphs as well as shattering failures. This book successfully probes his career in search of lessons that contemporary leaders, both civilian and military, can apply to a range of questions and problems."

Gary W. Gallagher

University of Virginia
John L. Nau III Professor in the History of the American Civil War
Author of *Lee and His Generals in War and Memory*, *The Confederate War*, and other works.

"As a novelist, I can only dream of coming up with a character as rich as Robert E. Lee. Al Kaltman extracts General Lee's unique blend of common sense, humanity, and leadership, and distills it into hard-hitting lessons for managers—perfect execution of a terrific idea."

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President, White Mountains Holdings, and author of *Hailstone* and *The Ursa Ultimatum*.

"The author traces Lee's activities and military decisions both before and during the Civil War; from these he infers maxims that are useful in life generally. An insightful and clever use of historical data."

Alan T. Nolan

Author of *Lee Considered*

"This book should be on every manager's bookshelf. It uses excellent examples to demonstrate the basic tenets of management. Each piece of advice is a reminder of what managers should be doing"

A. Thomas Hollingsworth

Dean, School of Business, Florida Institute of Technology

"Al Kaltman makes you think about changing titles used in business—General or President . . . is there a difference? After reading this excellent book, it is clear that leadership is leadership whether it's running a country, army, or corporation. The book reaffirms and supports leadership traits."

Thomas W. Crawford

President, Retail Distribution

Sr. Vice President, The Prudential Insurance Company of America

"If you are in the business of directing, managing, or leading people to higher performance or if you just like history, then you need to read this book. Dr. Kaltman knows that nothing is more potent than a good example, and Robert E. Lee is a good example of an exemplary leader with character."

Dr. J. Rodney Short

Professor, Educational Leadership and Former Associate Dean
Texas Woman's University

Recipient of the Distinguished Mentor Award from the
University of Texas Superintendent's Academy

"Kaltman finds the mother lode of Lee's practical genius and spiritual greatness. From this, he mines lessons of leadership that are marvelously modern and thoroughly accessible to anyone who needs to leverage limited resources to the utmost and inspire people to achieve beyond all expectation.

The Genius of Robert E. Lee is a unique set of guideposts for today's ambitious entrepreneur: the underdog who means to settle for nothing less than victory."

Alan Axelrod

Author of *Patton on Leadership: Strategic Lessons for Corporate Warfare* and *Elizabeth I, CEO: Strategic Lessons from the Leader Who Built an Empire*

"Readers of this fascinating book will absorb many practical lessons of leadership from America's most revered general. They will also peer into some of the most alluring moments of Lee's life and of the Civil War. It offers an inspiring treat for leaders, managers in the making, and history buffs alike."

David J. Eicher

Author of *Robert E. Lee: A Life Portrait*,
The Civil War in Books, and other works.

It is history that teaches us to hope.

—Robert E. Lee

All the quotations are by Robert E. Lee, unless otherwise noted.

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The Genius of ROBERT E. LEE

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OUTGUNNED, OUTNUMBERED AND UNDERFINANCED

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No. 25, Jalan Nilam 1/9

Subang Hi-Tech Industrial Park

40000 Shah Alam, Selangor Darul Ehsan

Tel: 603 5635 5584, 603 5638 0149

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To

Mylan and Blaine
who, like Custis, Rooney and Rob,
received more than their fair share
of fatherly advice.

ACKNOWLEDGMENTS

I couldn't have been more than twelve years old, when one day, while browsing in the library, I picked up a copy of Douglas Southall Freeman's *Lee's Lieutenants*. Enthralled, I sat down in the aisle between the book stacks and began to read. Years later, I renewed my acquaintance with Freeman when I read his monumental four-volume biography of the South's greatest leader. All of us who have studied the life of Robert E. Lee are forever in Freeman's debt.

I am also indebted to Lee's other biographers, especially Burke Davis, David J. Eicher, Alan T. Nolan, Margaret Sanborn and Emory M. Thomas, and to many Civil War historians, particularly Bevin Alexander, William C. Davis, Shelby Foote, Gary W. Gallagher, James M. McPherson and Steven E. Woodworth.

My wife, Gwen, deserves a large measure of the credit for this book. She critiqued every page as it came off the printer, and then edited and re-edited the manuscript until she was convinced it represented my best efforts.

To Ed Knappman and Tom Power, who believed in this book, I am deeply grateful. Colonel Charles Goode, USMC (ret.), Liz Hatch, Kim Holien, Joe and Myra Rakosky, Rodney Short and John Simon reviewed an early draft, correcting inaccuracies and offering suggestions for improvement. Patrick Byrne performed the difficult task of reviewing what I thought was the final copy of the manuscript. His editorial comments and corrections were invaluable. I also received assistance from staff members at the

Library of Congress, Marine Corps University Foundation, National Archives, National Museum of the American Indian, United States Military Academy, Valentine Museum, Virginia Historical Society and Washington and Lee University.

The "marble man" image of Robert E. Lee is so ingrained and intimidating that I approached the writing of this book with trepidation. To my relief, I found Lee human, witty and wise. It has been a joy to follow in his footsteps.

CONTENTS

	PREFACE	XIII
1	PULL OUT ALL THE STOPS <i>January 1807–August 1837</i>	1
2	THE WORK WASN'T WASTED <i>August 1837–August 1846</i>	29
3	SUPER HERO <i>August 1846–June 1848</i>	47
4	PREPARE YOURSELF <i>June 1848–March 1855</i>	77
5	TAKE COMMAND <i>March 1855–March 1861</i>	105
6	CONFLICTING PRINCIPLES <i>April 1861–March 1862</i>	127
7	TO BOLDLY GO <i>March–July 1862</i>	171
8	CONTINUOUS IMPROVEMENT <i>July 1862–January 1863</i>	209

9	THE PERFECT COMBINATION	243
	<i>January 1863–April 1864</i>	
10	THE WINNING IMAGE	285
	<i>May 1864–April 1865</i>	
11	A LASTING LEGACY	319
	<i>April 1865–October 1870</i>	
	INDEX	343