

**Tennessee Valley Civil War
Round Table
August 2024 Newsletter/Journal**



**To Inform and Educate
Since 1993**

The Round Table meets at the Elks Lodge at 725 Franklin St @ 6:30pm the 2nd Thursday of each month except December (Chicken Buffet is available). The Lodge is smoke free as of 11 June 2024.

Announcements;

2. Thursday August 8: They're back: Grant and Lee After April 9, 1865

2. Chickamauga field trip is scheduled for September. A few seats remain. Let's fill up the bus.

2. Check out our most new sponsor: Tortora's Wood fire Grill. We have tickets.

3. Board Reports

3. TVCWRT Feature;

Book Reviews:

4. John Reynolds' I Corps at Gettysburg on July 1, 1863, by John Michael Priest, 417 pages, Savas Beatie, 2024

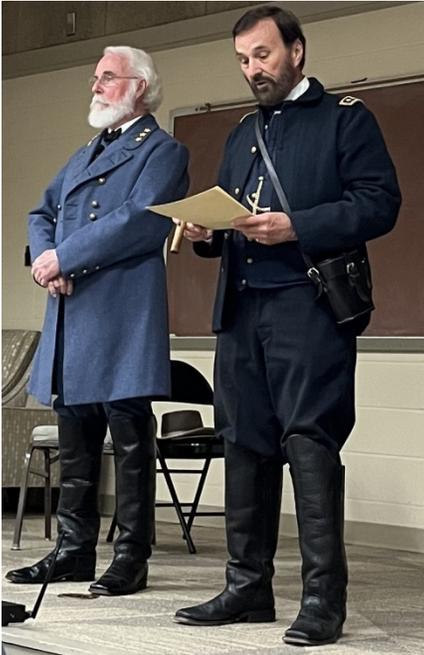
5. The Blood-Tinted Waters of the Shenandoah, the 1864 Valley Campaign's Battle of Cool Spring, July 17-18, 1864, by Jonathan A. Noyalas,

6. Little Round Table

Ineffective Follower at Gettysburg Meets Defeat, *By Sgt. Maj. Jason Pickett*

8. A Missed Opportunity That Could Have Changed the Course of the Civil War, McAbee, January 19, 2024, blueandgrayeducation.org

Announcement: Thursday 8 August: They're back: Grant and Lee after April 9, 1865;
Thomas Jessee (aka Robert E. Lee) and Curt Fields (aka Ulysses S. Grant)



April 9, 1865, at Appomattox, Virginia, the war that changed the United States forever essentially ended. General Robert E. Lee surrendered his Army of Northern Virginia to Ulysses S. Grant, commander of all Union forces. President Abraham Lincoln was assassinated April 15th, and Confederate forces in Alabama, North Carolina, and the Indian Territory remained in the field but surrendered or disbanded within a couple of months. Confederate General Stand Watie, a Cherokee, surrendered his battalion of Creek, Seminole, Cherokee, and Osage warriors on Jun 23 and



represented the last organized resistance to the Union. President Andrew Johnson formally declared the conflict at an end in August 1866.

What happened to those Generals after Appomattox? A hint; General Grant continued his role as General of the Army and focused on bringing stability to the far West and was elected President of the United States. General Lee became a college professor. We will hear our guests tell their “after the war stories” at the Elks Lodge. The discussions starts at 6:30pm or 1830 for you old soldiers or (For the Marines out there, that’s when the big hand is on ,,).

2024 TVCWRT Field Trip to Chickamauga: September 21.



**2024 Field Trip -
Chickamauga**



There are 35 members and friends of the Round Table that reserved seats on the bus. Seats remain. Share the opportunity with friends and let’s fill up the bus.

Welcome our newest sponsor, Tortora’s.

182 Old Highway 431 Ste B, Owens
Cross Roads, AL 35763

Tuesday - Thursday 4:30-8:00
Friday-Saturday 4:30pm - 8:00
* Closed Sunday-Monday *



<https://www.tortoras.com> & <https://www.tortoraswoodfiredgrille.com>

Thanks Nancy Rohr! for reacquainting us with Huntsville Civil War History!



Thursday 8 August the Round Table will present a member with a free \$50 meal at Tortora's Grille.

Pictured left: William Goss presents Nancy Rohr with an Art Helms original miniature of a 54th N.Y. Volunteer Infantry "Duryee's Zouave" 1861.



Blue & Gray Education Society (BGES): Check out what is going on in the BGES; [Blue and Gray Education Society – America's Premier Civil War Education Organization](#)



The Civil War Round Table Congress (CWRT): offers a speaker online each month. Check out their website for the authors, speakers, topics you would like to learn about. [Check out the free lectures and education opportunities scheduled for this month.](#)



We have expanded our Social Media formats; check these out! <https://gab.com/groups/22961>



<https://www.facebook.com/tvcwrt> Share the TVCWRT Facebook notifications with your friends.

Board Reports;

Technology Officer, Michael Acosta: Live streaming of our Round Table sessions to members via internet is offered through Discord at no charge. Be aware streaming can be limited because of the facility Wi-Fi limitation. All dues-paying members that are interested should email our Tech/Website rep, Michael Acosta at michaelacosta1836@gmail.com He will send instructions on how to set up an account on Discord and get rolling. ***The RT needs a backup Discord manager.***

Membership Chair, Kevin Rodriguez: In July there were 6 renewals and one new member. Ninety-one members are paid, 2 lifetime members, and one complimentary member (Elk's Lodge President). There are 38 spouses/significant others for a total of 132 members. We now have 19 premium memberships.

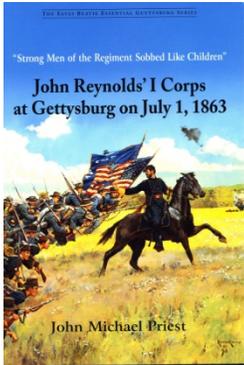
Programs Chair, Art Helms: The 2024 calendar is full. It's another stellar year for the Round Table.

- September: Jeff Ewing, "Ft. Oglethorpe and the Chickamauga Battlefield."
- October 10: Kattie Blake, "INTREPID HAZARD: The Civil War Adventures of General Hazard Stevens"
- November 14: Kent Wright, "Gasport"
- No meeting in December.

TVCWRT Features:

Book Reviews:

John Reynolds' I Corps at Gettysburg on July 1, 1863, by John Michael Priest, 417 pages, Savas Beatie, 2024, A Tennessee Valley Civil War Round Table review by Arley McCormick



It is reported that there are more books published on the Battle of Gettysburg than any other single battle of the Civil War. Round Tables around the country break down every day, every leader, every critical hour, and every imaginable aspect of the event. John M. Priest does exactly that by the hour, “sometimes less than an hour,” from dawn on July 1 to 4:30 pm and takes a delightful 417 pages to do it. He addresses the decisions, luck, and fortunes of the unexpected set of conditions that leaders struggled to address at great expense to lives and time.

In the midst of the narrative, Ernie Pyle is brought to mind. He was gunned down on Okinawa, Japan in 1945, and America lost the greatest journalist focused on the sacrifices of soldiers in war that ever lived. John M. Priest, a former high school teacher, weaves into his pages the narratives from soldiers that were involved in that first day. The narratives describe their blisters from bad shoes and long marches, trench foot, anxiety induced by the unexpected, being away from home, being cold, hot, dirty, and stealing chickens (in violation of the orders issued by both Confederate and Union leaders). They describe survival after capture, stealing away in the midst of an exploding landscape, and the thoughts of weary, hungry stragglers that forget how glorious war seemed while sipping iced tea on the front porch swing with their family at home. The narratives take you away from your comfortable chair and into a soldier’s agony.

Not to worry! He provides insight on the skirmishes and battle and includes key leader decisions—those noteworthy and those “not so much.” The author is particularly impressed with the Union Cavalry commander John Buford, and he recommends reading more about his actions on the first day.

Ample maps support the narrative, and they are relatively easy to read. The descriptions the author provides of leaders, their making decision-making process, information flow, and the general chaos that accompanies a fluid first contact when strength, disposition of troops, and terrain combine to confuse and frustrate even the best military minds.

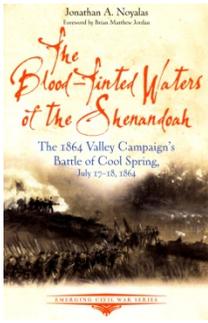
Even if you’re not a Gettysburg junky, this may be the most enjoyable read about the first day that you will ever find.

“Courage, above all things, is the first quality of a warrior.” *Karl von Clausewitz*

“What a cruel thing is war: to separate and destroy families and friends, and mar the purest joys and happiness God has granted us in this world.” Robert E. Lee

“War is cruelty. There is no use trying to reform it. The crueller it is, the sooner it will be over.” William Tecumseh Sherman

The Blood-Tinted Waters of the Shenandoah, the 1864 Valley Campaign's Battle of Cool Spring, July 17-18, 1864, by Jonathan A. Noyalas, a Tennessee Valley Civil War Round Table review by Arley McCormick



This is another installment of the Savas Beatie Emerging Civil War Series, and it follows a familiar format with solid maps, photos, and descriptions of the leaders and operations that determined the victory. It includes a driving/walking tour of the battlefield in Clark County, Virginia.

For most, the Battle of Cool Spring may be forgotten altogether or recalled as a footnote to the Confederate Army's challenges during 1864. It was the result of a Union column led by Col. Joseph Thoburn, with elements of the VI and XIX Corps, pursuing Maj. Gen. Jubal Early's army through the Shenandoah Valley after the Confederate withdrawal after disturbing the tranquility of Washington, DC earlier in July.

The narrative describes, with accompanying photos and maps, profiles of the men who fought the battle, both officers and troops. It is an example of mass dominating even when the terrain aided the Union defense but complicated their safe withdrawal. It was a rare decisive win in 1864 for the Confederacy.

This is a quick read and is an interesting analysis of how terrain can both aid and complicate tactical decision making.

Little Round Table

The LRT completed the second of a three-part series focusing on Chickamauga. **Next UP: Final Prep for the Field Trip:** August 22, 2024, Chickamauga – Deep Dive III: John Scales

It's not too early to begin preparing for the September discussion: Post-Tour Reactions-Photos, Open Discussion.

Little Round Table leadership guidance: After the field trip to Chickamauga in September we will assess the Campaign at the Little Round Table in October. With that task in mind, applying the current thinking regarding military leadership to Chickamauga may be a stretch, but there may be a nugget or two in this article that help with an analysis. The Editor

Ineffective Follower at Gettysburg Meets Defeat, *By Sgt. Maj. Jason Pickett*

U.S. Army leaders should understand the dynamics of followership and the function followership serves in organizational success. Followership– the behaviors and actions that followers display- influences an organization's ability to achieve its goals. Followers who are committed to and invested in an organization's success help leaders achieve initiatives that serve the good of the group.

According to management expert Robert Kelley, a professor at the Tepper School of Business at Carnegie Mellon University in Pittsburgh, there are five styles of followership: sheep, yes-people, pragmatics, the alienated, and star followers. Leaders must recognize followership styles within their organizations and shape organizational culture to promote effective followership.

Effective followers are individuals who can think critically, accomplish tasks independently, and question orders for the sake of a successful outcome.

To be effective, leaders also must understand their own followership styles and behaviors. The importance of effective followership is evident in the case of Confederate Maj. Gen. George Pickett, who exhibited several styles of followership that proved to be counterproductive during the Civil War's Battle of Gettysburg.

Yes-MAN'S CHARGE

Pickett displayed the yes-person style of followership during the Battle of Gettysburg. Yes-people are individuals who, when given orders, act hastily and without critical thought toward potential consequences of those actions, according to an article on the Eagle's Flight website headlined "Followership in Leadership: The Role It Plays." Eagle's Flight specializes in training and development solutions for businesses.

During the Battle of Gettysburg, Gen. Robert E. Lee ordered Pickett to make the infamous charge on Cemetery Ridge, known as Pickett's Charge, despite heavy fire from an advantageous defensive position by Union forces. When given the order, Pickett should have thought critically about the strategic disadvantage his unit was against and questioned Lee's decision, thus displaying effective followership.

Instead, Pickett exercised yes-person followership, ultimately accepting Lee's order despite the glaring disadvantage that Confederate troops faced. The outcome of Pickett's Charge might have been different had Pickett utilized effective followership and challenged Lee's decision. The charge was a debacle for the Confederates, with casualties near 6000, according to the National Park Service.

After the failed charge, Pickett displayed further counterproductive styles of followership, notably the sheep-style of followership. Sheep-followers are individuals who not only fail to exercise critical thinking, but also do not accept responsibility for their failures, according to an article on the website of the business consulting firm American Eagle Group headlined, "Leading the Four Follower Types- Sheep and Isolates."

After the failed charge at Gettysburg, Pickett was resentful toward Lee and blamed Lee for the defeat with little self-accountability despite Pickett's failed opportunity to challenge Lee's order. Pickett went on to exercise this same followership style throughout other Confederate defeats during the Civil War. If Pickett had self-reflected and assumed more responsibility for his failures, he may have learned from those failures, and later engagements may have been successful.

Influence of Values

Army leaders should display honorable values and understand how these values influence conduct. The Army Values –loyalty, duty, respect, selfless service, honor, integrity and personal courage – are an established set of beliefs that soldiers express through their behaviors and actions.

Due to the great influence of the Army Values, it is important for Army leaders to become aware of their own values and understand the role those values play in key decision-making. Pickett possessed battle-trying values of American freedom, which were ingrained during his previous combat experiences in the Mexican-American War. However, the lack of duty and personal courage he displayed through his ineffective followership at Gettysburg contradicted the Army Values, and likely induced his defeat.

Army leaders must acknowledge the importance of instilling the will to achieve organizational goals in their subordinates, while projecting the same. Duty is an Army

value that demands that soldiers accomplish their obligations in a manner that demonstrates commitment. A soldier would exemplify duty according to the Army Values by conducting their job to the highest degree of accuracy and professionalism because of determination to be great at their craft.

Pickett showed a lack of duty, both during and after the Battle of Gettysburg. He arrived at Gettysburg after the first two days of fighting with a division that previously had been untested against Union forces. His late arrival gave the perception that he lacked a sense of duty to adequately train and prepare his men to fight at Gettysburg.

Show Courage

Pickett also displayed a lack of indoctrination in other Army Values, such as personal courage. During combat, leaders inherently face dangerous conditions and adversities that pose a degree of risk to their life. Personal courage is an Army Value that instills soldiers with a sense of overcoming fears to conduct a mission, regardless of the risk to their

Personal safety.

To achieve mission success, Army leaders should empower subordinates to operate independently. Mission Command is a concept that enables military leaders to exercise initiative and authority to conduct an assigned task during combat operations. A commander exercising effective Mission Command tactics would entrust subordinate commanders to make sound decisions on their own, rather than dictate the means of completing a task. During the Battle of Gettysburg, Pickett's actions contradicted the effective use of Mission Command.

It is important to have mutual trust between leaders and subordinates within an organization. Mutual trust is a principle of Mission Command that fosters a powerful sense of confidence between leaders and subordinates, enhancing the commander's ability to delegate tasks. There was a clear mistrust looming between Pickett and other key Confederate leaders. Lee would often criticize Pickett, causing the men to share a mutual disdain. The animosity between these two generals played a role in critical tactical decisions and may even have influenced Pickett's styles of followership.

Leaders within organizations must understand the risk associated with initiatives and evaluate the benefits' risk acceptance is a principle of Mission Command that provides the commander the opportunity to evaluate inherent risks associated with an action and decide the best course of action. Pickett underestimated the principle of risk acceptance during the engagement at Gettysburg'

Awareness Failure

Before Pickett's Charge, Lee was well aware of the Union's fortified position. Lee knew that a frontal attack would require many men, and he understood the potential for many casualties. However, evidence suggests that Pickett had no such reservations or situational awareness. Pickett's decisions during the battle suggest a failure to conduct a potential risk assessment for a frontal charge against Union forces. Pickett's inability to apply yet another Mission Command principle produced counterproductive results'

Pickett's followership behaviors, misapplication of Army Values, and the way he exercised Mission Command principles contributed to the Confederates' defeat at the Battle of Gettysburg. He undoubtedly failed in his role as an effective follower, which worked against the Confederacy's ability to succeed.

The lessons of Pickett's Performance at Gettysburg help give future Army leaders a firm understanding of how their behaviors and actions play a significant role in the success of combat operations and key strategic battles.

SgtMaj Jason Pickett is being assigned as the command career counselor at the Joint Readiness Training Center, Fort Johnson, Louisiana. Previously' he was the senior retention operations NCO, U.S. Medical Command, Joint Base San Antonio' He deployed to Iraq. He has a master's in leadership from Trident University International. He is exploring his possible ancestral relationship to Maj. Gen. George Pickett.

Article appeared in the US Army Magazine, August 2024

A Missed Opportunity That Could Have Changed the Course of the Civil War, McAbee, January 19, 2024, blueandgrayeducation.org

One of the Confederate's best chances for changing the course of the war was squandered on September 10 and 11, 1863. Civil War historians often overlook the blundered opportunity at McLemore's Cove (or Davis's Crossroads), near Lafayette, Georgia, as a pivotal event in America's bloodiest and most destructive war.

After falling back from Middle Tennessee to Chattanooga in the summer of 1863, Confederate General Braxton Bragg's Army of Tennessee watched and waited as Union Major General William Rosecrans's Army of the Cumberland drew reins along the Tennessee River and fixed sights on Chattanooga and Bragg's army.

Before crossing the river, Rosecrans ordered an attack along a 45-mile front, dividing his army in the uncharted mountains, deep valleys, and dense forests of Northeast Alabama and Northwest Georgia. He sent one corps to threaten Chattanooga from the north; a second corps to cross Lookout Mountain 20 miles farther south near Trenton, Georgia; and a third army corps and the cavalry corps to cross Lookout Mountain 25 miles farther south, near Valley Head, Alabama. Without his cavalry nearby, Rosecrans was blind to his front. Worse, given the distances and terrain, he was unable to communicate quickly and effectively with his widely separated forces.

On September 8, Bragg evacuated Chattanooga and fell back to Lafayette, Georgia. Rosecrans, lacking cavalry reports, believed the Confederate army was falling back toward Atlanta. On September 9, James Negley's Federal division of George Thomas's corps descended the eastern slope of Lookout Mountain and entered the cul-de-sac of McLemore's Cove, pushing to within 5 to 6 miles of Lafayette, unaware of the Rebels. The closest Federal division was a day's march behind him, still on the west side of Lookout Mountain.

Bragg was quick to grasp the opportunity presented him. With his entire army consolidated within striking distance, he could fall on Negley and then destroy the next Federal division as it came up in support. With the rest of Rosecrans's army widely separated, Bragg could in turn destroy one corps and then another as they moved forward or tried to retreat.

He immediately ordered Thomas Hindman's and Patrick Cleburne's divisions to strike Negley's front and exposed flank on September 10. Hindman moved to his attack position but waited. Cleburne failed to move. The day passed without a shot being fired. Bragg ordered two additional divisions to reinforce Hindman for an early morning attack on September 11. Four Confederate divisions were in place to attack an isolated and vulnerable Federal division at first light but inexplicably failed to do so until almost 4 p.m., allowing Negley time to withdraw to the safety of his supports. A breakdown of good order

and discipline at the most senior echelons of Confederate command had wasted one of the greatest opportunities of the war.

The destruction of the Army of the Cumberland would have altered the course of the war in the West and possibly the East. It would almost certainly have prevented the capture of Atlanta the following year, and arguably helped the “Peace Party” defeat Abraham Lincoln for president in 1864.

LRT Programs for 2024: (Subject to change)

- September 26, 2024, Chickamauga – Post-Tour Reactions-Photos, Open Discussion.
- October 24, 2024, John Breckenridge: Emil Posey.
- *November no scheduled meeting.*
- December 12, 2024, Chambersburg, Pennsylvania, What It’s like to be on an Invasion Route: Jeff Ewing.

Recommendations for topics to Jeffrey Ewing Jr., fusionewing@gmail.com

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Ed Kennedy***

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John Scales

Greg and Stephanie Cousins

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The TVCWRT Management Team

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- *William Goss, President*
- *Interim Vice President, Cheryl McAuley*
- *Robert Hennessee, Secretary*
- *Sallyanne Cos, Treasurer*

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- *Michael Acosta, Technology Officer*
- *Art Helms, Programs Officer*
- *Preservation Officer, Alan Ruzicka*
- *Communications Officer, Robert Hennessee*

- *Arley McCormick, Newsletter Editor*
- *Kevin Rodriguez, Membership Officer*

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- *Jeffry Ewing, Little Round Table Coordinator*
- *Harry Gatzke and Jason Bruening, Facebook Coordinators*
- *Marjorie Reeves, Reception Coordinator*
- *John Scales, Field Trip Coordinator (Former President)*
- *Emil Posey, Elks Liaison*

GRAY BEARDS

- *John A. Allen, Former President and Founder of the Little Round Table*
- *Mark Hubbs, Former Preservation Officer and Co-founder*
- *Kent Wright, Former Programs Officer*

STAGE CREW

- **VACANT** - *Master of the Sound System*