

Wednesday			
Time	Stand	Location	Theme
10:00 – 10:45	Stand 1	Fraley Field	Assuming Command and Gathering Resources

What does the theme for this stand mean to you?

From your preliminary study, why do you think this theme applies at this location?

Have you been in a similar position of leadership where this theme describes your challenge?

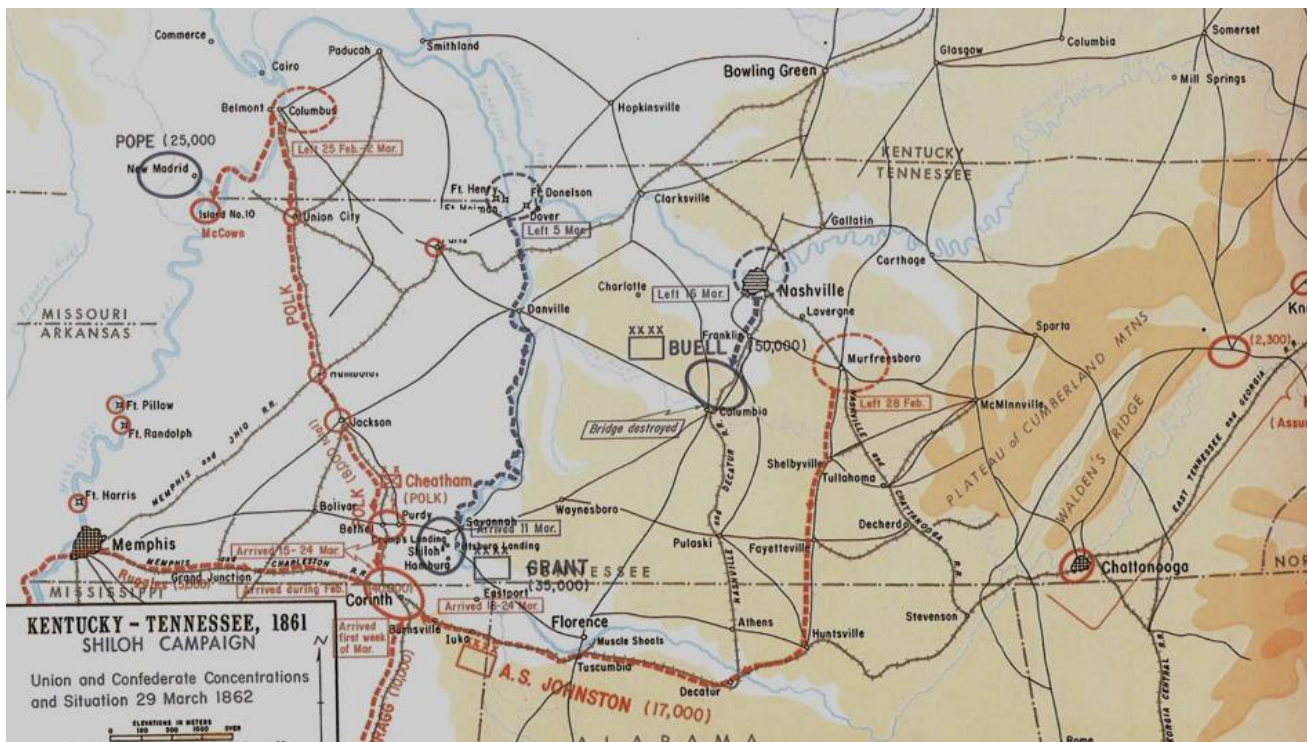
Be proficient in your job, both technically and as a leader.

- Take charge when in charge.
- Adhere to professional standard operating procedures.
- Develop a plan to accomplish given objectives.

STAND 1 – Fire correlation – Assuming command of an incident, gathering resources and quickly gaining and maintaining trust relationships with the leaders of the assigned resources. Planning ahead to future operational periods. Establishing End State > Objectives > Strategy > Tactics

The retired Marine advisor will then provide a more detailed orientation to a key part of the Battle of Shiloh, and will provide a U.S. Marine perspective on leadership.

Orientation:



With the loss of Forts Henry and Donelson, the Confederate situation in the west was critical. Johnston's Confederate troops were now split; Johnston personally commanded 17,000 troops in the vicinity of Nashville facing Buell's 50,000 Union troops. Beauregard had 21,000 troops spread out from Columbus, Kentucky, to Corinth, Mississippi, facing 40,000

troops under Grant and 25,000 under Pope. Something had to be done or all of Tennessee would be lost, and Mississippi and Alabama would be threatened.

Richmond authorities decided to reinforce Johnston's department. MG Braxton Bragg was ordered to reinforce middle Tennessee with 10,000 of his troops guarding the seacoast. BG Daniel Ruggles was ordered to come from Louisiana with 5,000 troops. Beauregard ordered Polk and his 17,000 troops to abandon Columbus and move to Corinth. Additionally, Johnston determined that he had to abandon the cordon defense and concentrate his troops. He selected Corinth as the point of concentration. Corinth was a critical rail hub where the east-west Memphis and Charleston Railroad crossed the north-south Mobile and Ohio Railroad. Johnston considered its defense to be critical for the Confederacy. Johnston ordered Beauregard to command the troops west of the Tennessee River while he moved his forces from Nashville. Nashville was abandoned by 22 February, and with it tons of badly needed provisions and supplies were lost. Johnston moved to Murfreesboro, Tennessee, and on 28 February, he started his retreat south toward Corinth.

The Confederate populace and politicians were irritated by the defeats in the west, and all of them blamed Johnston. Luckily for Johnston, President Davis was behind him. When a delegation of Tennessee politicians asked him to replace Johnston, Davis said, "If Sydney Johnston is not a general, the Confederacy has none to give you." Johnston remained in command, but many had lost faith in him.

As Beauregard withdrew forces from Columbus, he left a large garrison at Island Number 10. Island Number 10 was the most northern Confederate defensive position on the Mississippi River. Beauregard determined that as long as Island Number 10 remained a threat Union forces under Pope could not campaign against Corinth. The Confederate fort at Island Number 10 had 8,000 troops and 51 cannon. Eventually, Beauregard reduced the island's garrison to 3,500 men and told the commander, BG William Mackall, that he had to fix Pope's troops. Mackall's 3,500 men tied down Pope's 25,000 men until Island Number 10 fell on 7 April. However, the defense of Island Number 10 tied down 25,000 Union soldiers during the Battle of Shiloh.

On 11 March Lincoln issued General Order #3. The order created the Department of the Mississippi by combining the Departments of the Ohio and Missouri. Halleck was placed in command of the new department. The Department of the Ohio became the Army of the Ohio, and Smith's troops became the Army of the Tennessee. Halleck now commanded Buell's troops, and on 16 March, Halleck ordered Buell to move his troops overland to the Tennessee River.

While the Union troops moved, Johnston kept moving to Corinth. After leaving Murfreesboro on 28 February, Johnston moved his forces to Fayetteville, Tennessee, arriving on 5 March. By 10 March, part of Johnston's troops arrived at Decatur, Alabama. Johnston planned to move his forces by rail from Decatur, but the Confederate rail system was in disarray. Still under civilian control, Bragg was using most of the railcars and engines to move his troops, so Johnston only had 160 cars to move his troops. Thus, the lack of railcars hindered Johnston's efforts to concentrate his forces. The first of Johnston's troops arrived in Corinth on 19 March, but troop units stretched all the way back to Decatur. Johnston himself finally arrived in Corinth on 22 March.

The Confederate plan called for a departure at 0600 on 3 April. Hardee's corps was to lead on the Ridge Road, followed by Clark's division of Polk's corps. Polk would consolidate his corps when Cheatham came down from Purdy and linked up. Bragg would travel along the Monterey Road followed by Breckinridge. Once the Army reached a small farmhouse named Michie's, it would form for the attack. Johnston planned to attack with his four corps in successive lines. Hardee's corps would lead, followed in sequence by Bragg, Polk, and Breckinridge. The main goal of Johnston's attack was to turn Grant's left, driving the Federals away from the Tennessee River.

The Confederate movement was a debacle from the start. The streets of Corinth were so clogged that the start time was pushed back. Commanders battled among themselves for road use, which caused confusion and delay. Bragg's troops got a late start due to an error in their orders. Cheatham's division never started this day because of vague orders. Hardee's troops turned off the main road to find a bivouac location, but Polk's troops continued on the main road. It rained the night of 3 April, and the Confederates slept in the open.

On the morning of 4 April the disjointed advance continued. When Hardee's troops returned to the main road, they found Polk in the way. Much time was lost as Hardee attempted to pass Polk. The Confederates made poor time, and a

rainstorm in the afternoon again slowed the advance. By the night of 4 April the Army of the Mississippi was widely dispersed between Corinth and Michie's farmhouse. Johnston met with Beauregard, Bragg, and Breckinridge on the night of the 4th. Johnston ordered an attack on Grant's troops for the next morning at 0800.

The Confederates did not start their movement on 5 April until 0700. At 1000 Hardee's troops began to deploy into the line of battle and soon were ready to attack. Bragg was to form the next line behind Hardee, but his troops were delayed and not in position until 1600. Once Bragg was in line, Polk quickly moved into position. Cheatham's division had moved that morning and linked up with his corps. By the time the fourth line, Breckinridge's corps, was in position, it was dark.

FRALEY FIELD: COL Everett Peabody, commander, 1st Brigade, 6th Division (Prentiss) was worried about reports of a Confederate presence. Early on the evening of 5 April he debriefed a patrol from the 25th Missouri. The patrol's leader, Major James Powell, reported that he heard a large body of Confederates south of the camps. Very early on 6 April Peabody, on his own authority, ordered Powell to conduct another reconnaissance with three companies from the 25th Missouri and two companies of the 12th Michigan. At 0300 Powell formed five companies and cautiously headed south.

At approximately 0445 Powell's skirmish line entered Fraley Field. When it was partially across, a battalion of Hardee's confederate troops opened fire. Powell's men took cover on the east side of the field, and for the next 60 minutes these small units traded fire, causing minor casualties. During the fight Prentiss learned that his troops were in contact so he ordered COL David Moore to take five of his companies of the 21st Missouri (Peabody's brigade) to assist Powell.

At 0630 Powell noticed some Confederate cavalry moving to his left. Fearing he was being flanked, Powell ordered his men to withdraw. As Powell withdrew, the general Confederate advance began. Continuing his withdrawal, Powell met Moore coming up with the relief column. Moore, after berating Powell for retreating, took charge of the troops now in Seay Field. The rest of the 21st Missouri soon joined Moore along the eastern edge of Seay Field. Moore led these troops across the field, and when he was halfway across, the Confederates hidden along the west side of the field opened fire. Moore was wounded in the leg and soon ordered a retreat to the northeast corner of the field.

Communicate (sense and gather) > Understand > Decide > Communicate (transmit)

Decision Exercise 1: In the first exercise, you are Major James Powell, ordered to conduct a reconnaissance with a small force of three companies from your regiment, and two unknown companies from another regiment.

What is your vision for how events will unfold?

What are your communications to your Brigade and Regimental Commanders?

What are your communications to your company commanders?

End State > Objectives > Strategy > Tactics

Decision Exercise 1A: In the next exercise, you are P.G.T. Beauregard. It is 0300 on 6 April. You are disheartened with the progress of the Army over the past couple days. You are certain that surprise has been lost and that Sidney Johnston has made a huge mistake by ordering the attack at dawn on the 6th of April against what you know are entrenched federal troops. You tried to convince him to give up the attack, but he decided against your recommendation.