

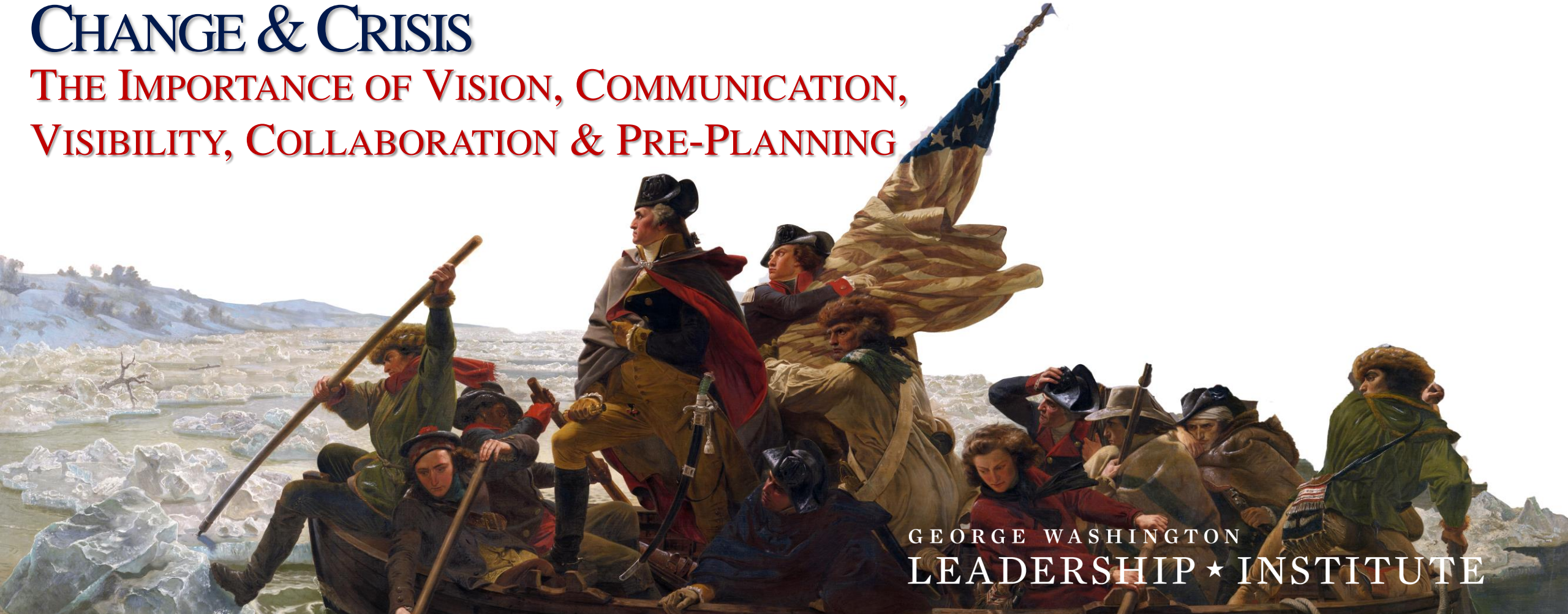
COUNTY COMMISSIONERS ASSOCIATION OF OHIO

WASHINGTON, LINCOLN, ROOSEVELT, CHURCHILL:

A STRATEGIC APPROACH TO LEADING THROUGH

CHANGE & CRISIS

THE IMPORTANCE OF VISION, COMMUNICATION,
VISIBILITY, COLLABORATION & PRE-PLANNING

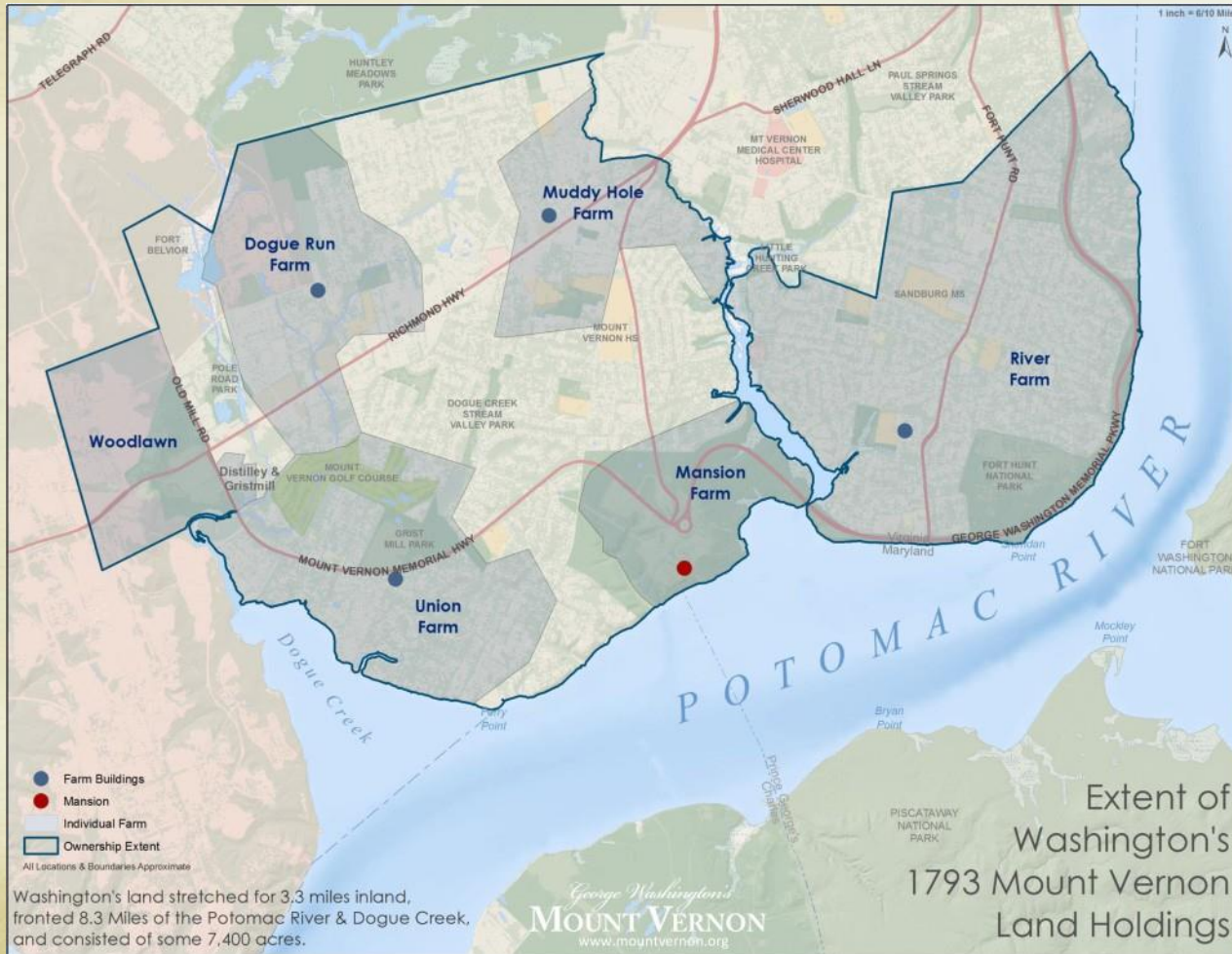


GEORGE WASHINGTON
LEADERSHIP ★ INSTITUTE

First job: Surveyor of Culpeper County



Washington the Farmer



No. of Acres in the counties as per the years which follow

Year	Cor	W ^h	Bar	Out	And	Bar	Bar	Bar	Bar	Bar
1788	60	25	20	70	30	25	11			90
1789	60	30	30	30	30	11	11			90
1790	60	30	30	30	30	11	11			90
1791	60	30	30	30	30	11	11			90
1792	60	30	30	30	30	11	11			90
1793	60	30	30	30	30	12	12			90
1794	60	30	30	30	30	11	11			90
1795	60	30	30	30	30	11	11			90
1796	60	30	30	30	30	11	11			90
1797	60	30	30	30	30	11	11			90

Course of Crops - Every Plantation in the years 1787 to 1796

Year	Corn	Wheat	Barley	Oats	Rye	Hay	Grass	Other
1787	1	2	3	4	5	6	7	8
1788	1	2	3	4	5	6	7	8
1789	1	2	3	4	5	6	7	8
1790	1	2	3	4	5	6	7	8
1791	1	2	3	4	5	6	7	8
1792	1	2	3	4	5	6	7	8
1793	1	2	3	4	5	6	7	8
1794	1	2	3	4	5	6	7	8
1795	1	2	3	4	5	6	7	8
1796	1	2	3	4	5	6	7	8

A Scientific and Entrepreneurial Farmer



Abandoned tobacco

Recognized market for grain



Grew corn for
local consumption

WASHINGTON THE ENTREPRENEUR AND BUSINESSMAN



George Washington's Gristmill

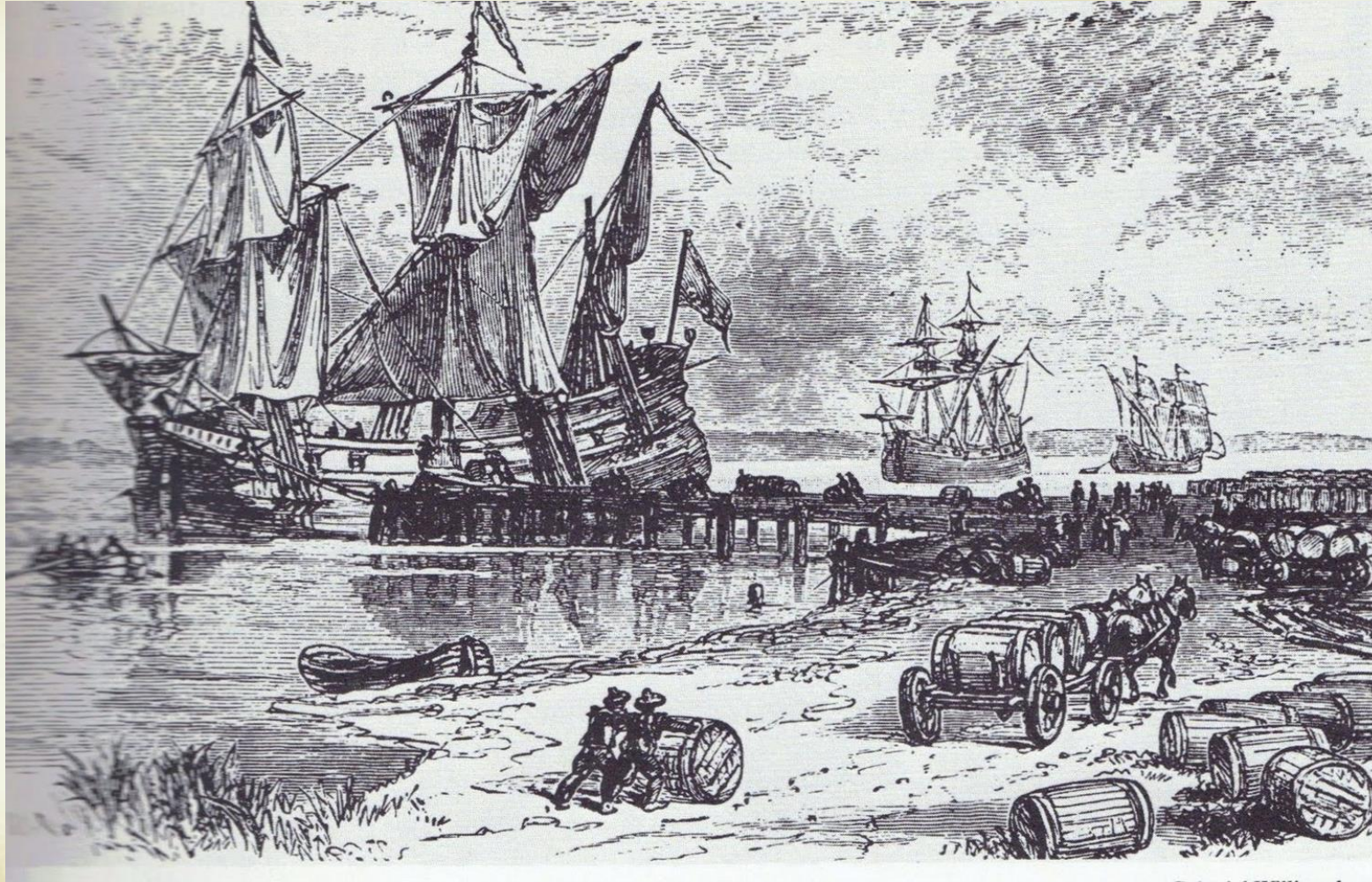


Distillery



16-Sided Barn

As President-Emphasized the Importance of Infrastructure and Roads



Washington Understood Budgets and Finance

To Alexander Hamilton

Sir, Philadelphia Feby 16th 1791

"An act to incorporate the Subscribers to the Bank of the United States" is now before me for consideration.¹

The constitutionality of it is objected to. It therefore becomes more particularly my duty to examine the ground on w^{ch}. the objection is built. As a mean of investigation I have called upon the Attorney General of the United States, in whose line it seemed more particularly to be, for his official examination and opinion. His report is, that the Constitution does not warrant the Act. I then applied to the Secretary of State for his sentiments on this subject. These coincide with the Attorney General's; and the reasons for their opinions having been submitted in writing, I now require, in like manner, yours on the validity & propriety of the above recited Act: and that you may know the points on which the Secretary of State and the Attorney General dispute the constitutionality of the Act; and that I may be fully possessed of the Arguments *for* and *against* the measure before I express any opinion of my own, I give you an opportunity of examining & answering the objections contained in the enclosed papers. I require the return of them when your own sentiments are handed to me (which I wish may be as soon as is convenient); and further, that no copies of them be taken, as it is for my own satisfaction they have been called for.²

Go: Washington

ALS, CtHi; LB, DLC:GW.

For the background to this document, see Edmund Randolph to GW, 12 Feb. 1791, and Thomas Jefferson to GW, 15 Feb. 1791.

¹ "An Act to Incorporate the Subscribers to the Bank of the United States" was agreed to by the House of Representatives by a recorded vote of 39–20 on 8 Feb. 1791. It was signed by the speaker of the house and the vice-president on 12 Feb. 1791 and presented to GW for his signature on 14 Feb. 1791 (*DHFC*. 4:173).

² For Hamilton's response, see Hamilton to GW, 23 Feb. 1791, editorial note. While waiting for Hamilton to reply, GW asked James Madison to draft a veto message on the act. See Madison to GW, 21 Feb. 1791.

Cite as: *The Papers of George Washington Digital Edition*. ed. Theodore J. Crackel. Charlottesville: University of Virginia Press, Rotunda, 2008.

Canonic URL: <http://rotunda.upress.virginia.edu/founders/GEWN-05-07-02-0211> [accessed 23 May 2016]

Original source: Presidential Series (24 September 1788–31 March 1795), Volume 7 (1 December 1790–21 March 1791)

From Alexander Hamilton

[Philadelphia, 23 February 1791]

The Secretary of the Treasury presents his respects to the President and sends him the opinion required which occupied him the greatest part of last night.¹

The Bill for extending the time of opening subscriptions passed yesterday unanimously to an order for engrossing.²

LB, DLC:GW.

¹ See GW to Hamilton, 16 Feb. 1791.

² See *Journal of the House*, 1:386.

Cite as: *The Papers of George Washington Digital Edition*. ed. Theodore J. Crackel. Charlottesville: University of Virginia Press, Rotunda, 2008.

Canonic URL: <http://rotunda.upress.virginia.edu/founders/GEWN-05-07-02-0245-0001> [accessed 23 May 2016]

Original source: Presidential Series (24 September 1788–31 March 1795), Volume 7 (1 December 1790–21 March 1791)



EVEN WASHINGTON FACED BAD PRESS

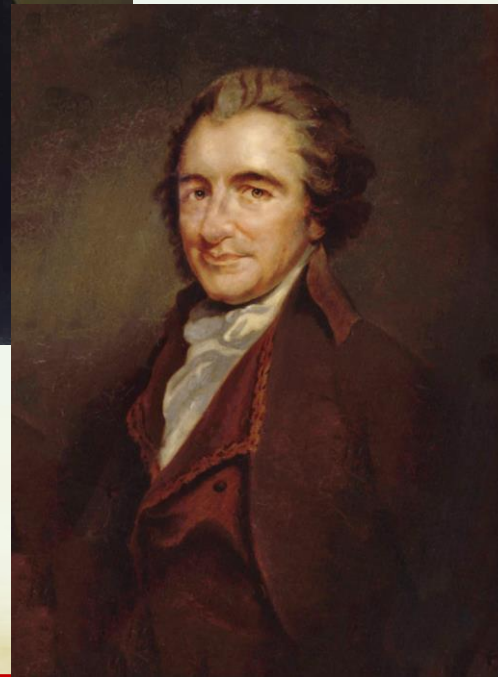


“The patron of fraud – an imposter...”

- Thomas Paine, 1798

“Will this monarchical farce never end...”

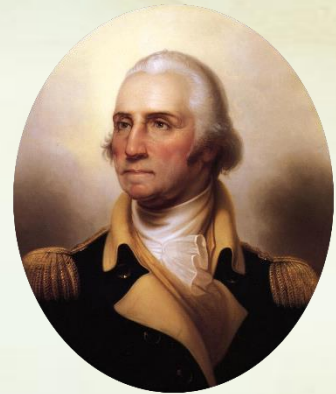
- Aurora newspaper
February 1793



WASHINGTON, EARLY AMERICA, AND ASSOCIATIONS

George Washington, 1785 – Letter to William Brown

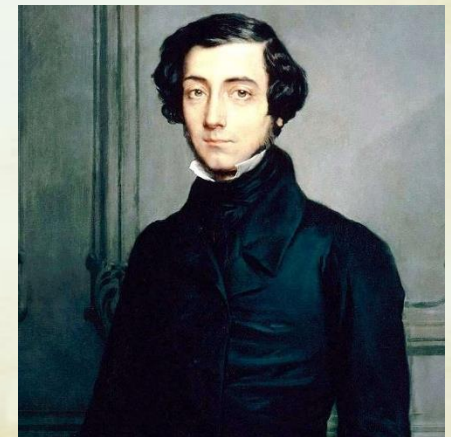
“As nothing is of more importance than the education of youth, so consequently nothing can be more laudably beneficial than the association which is formed in Alexandria.”



George Washington

Alexis de Tocqueville, 1835 – Democracy in America

“Everywhere that, at the head of a new undertaking... count on it that you will perceive an association in the United States.”



Alexis de Tocqueville

ALL EXPERIENCED IN CHANGE AND CRISIS

- Washington – Revolution and First Presidency
- Lincoln – Civil War and Reconstruction
- Roosevelt – Depression and World War II
- Churchill – World War I and World War II



WASHINGTON OVERSAW AND MANAGED GREAT CHANGE

- Political change – establishing a new form of government
- Cultural change – engaging common people in government
- Financial change – creating an entire financial structure
- ❖ All of this change created crisis and anxiety at both the national and personal level

WASHINGTON, LINCOLN, ROOSEVELT, & CHURCHILL'S APPROACH TO STRATEGY IN TIMES OF GREAT CHANGE

➤ **Strategic Vision – Integrate the mission with reality**

Strategic Planning – Set goals and relevant objectives/tactics

Strategic Execution – Commit to masterful execution

➤ **Strategic Patience – Pick the right moment for action**

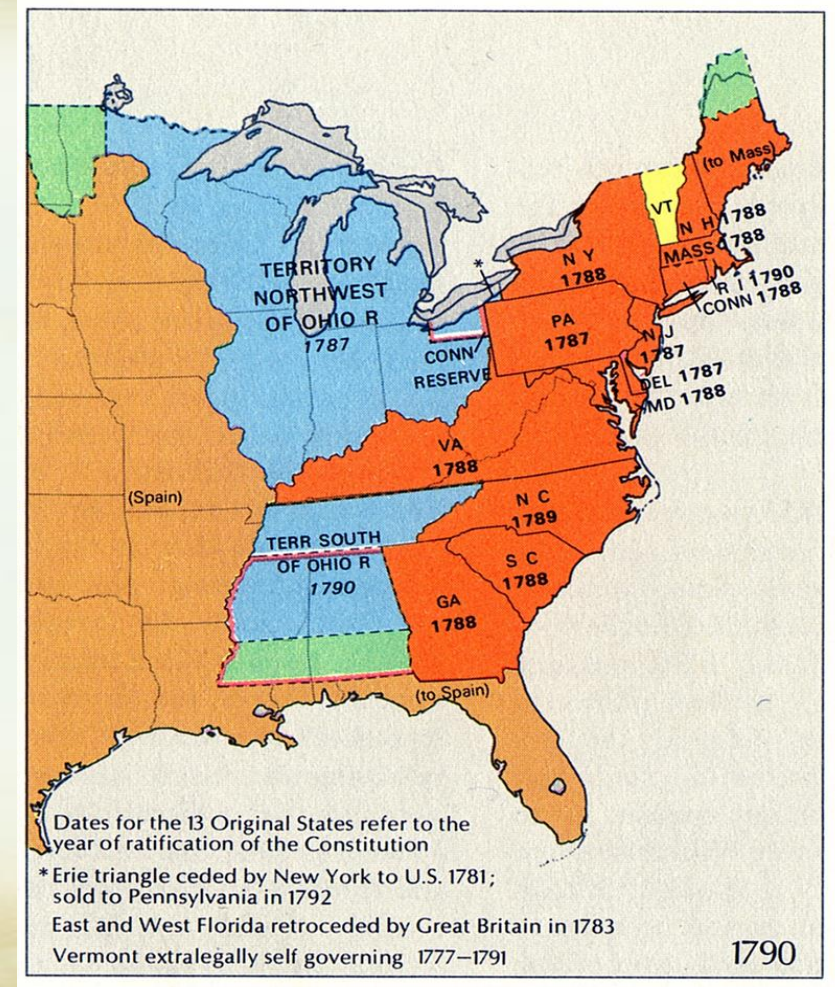
➤ **Strategic Agility – Respond effectively to change or opportunity**

Strategic Allocation – Resources are always scarce



Strategic Vision: essential to understand the key goals

- Strategic vision provides direction during change and crisis
- Win the War and have a united country
- Establish the principle of civilian control of the military



Strategic Patience Provides Stability During Crisis & Change

Strategic Vision – Integrate the mission with reality

Strategic Planning – Set goals and relevant objectives

Strategic Execution – Commit to masterful execution

Strategic Patience – Pick the right moment for action/stay the course

Strategic Agility – Respond effectively to change or opportunity

Strategic Allocation – Resources are always scarce



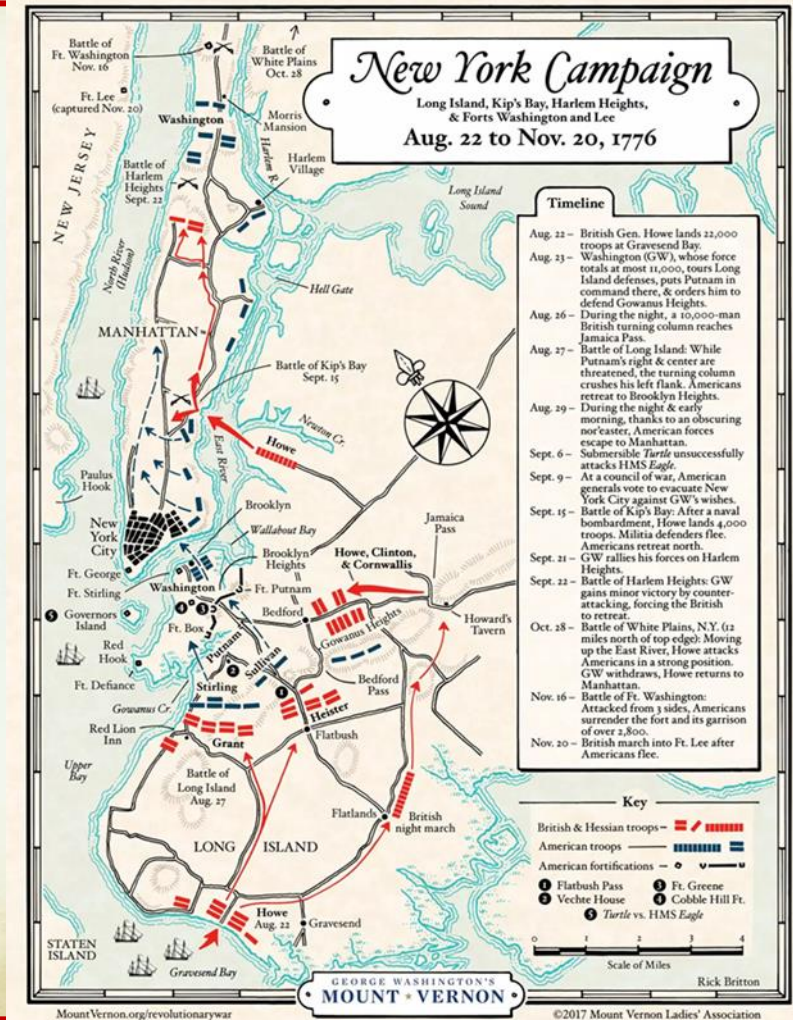
- *Employs a “Fabian strategy” trading space for time*

Washington's Sense of Strategic Patience: Sticking to the plan during times of great adversity

“History, our own experience, the advice of our ablest Friends in Europe, the fears of the Enemy, and even the Declarations of Congress demonstrate, that on our Side the War should be defensive. It has even been called a War of Posts. **That we should on all Occasions avoid a general Action, or put anything to Risque, unless compelled by a necessity,** into which we ought never be drawn”

-George Washington to John Hancock,

8 September 1776



STRATEGIC AGILITY REQUIRED DURING CHANGE AND CRISIS

Strategic Vision – Integrate the mission with reality

Strategic Planning – Set goals and relevant objectives

Strategic Execution – Commit to masterful execution

Strategic Patience – Pick the right moment for action

**Strategic Agility – Respond to
change, opportunity or need**

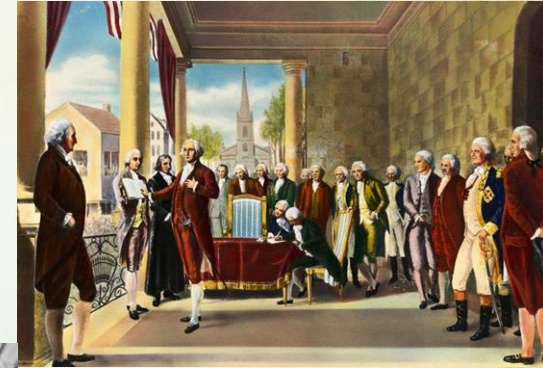
Strategic Allocation – Resources are always scarce



CHANGE AND CRISIS HAVE MUCH IN COMMON

- Anxiety, even fear, are the common denominator of change & crisis
- Fear of the unknown/risk at the core of these concerns
- Individual and collective security inherently at risk
- Crisis often causes major change
- Change often causes organizational/personal crisis

A New Government



War



Pandemic



Washington, Lincoln, Churchill, FDR – Common Elements of Change/Crisis/Management/Leadership

- Early effort to control anxiety, fear
- Effective communication: frank but positive
- Visibility, resolve, and determination
- An initial plan – demonstrated an early way forward
- Long term plan – coupled with persistence
- Pre-planning essential when possible
- Forged collaboration and team work through personal credibility
- Recognized and capitalized on opportunity

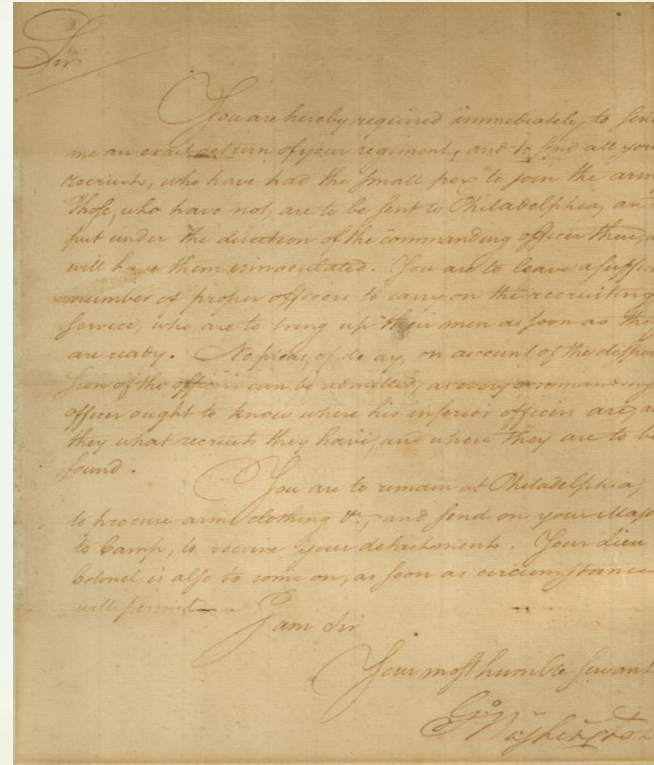
Change & Crisis – Understanding, Controlling, Channeling Anxiety and Fear

- Anxiety and fear must be acknowledged and dealt with
- Armed conflict/disease/natural disasters/financial crash
- Even controlled change can cause much personal and org. anxiety
- All cause initial fear, anxiety, even panic
- Fear of the unknown exacerbates the situation



HEALTH SCARES THEN AND NOW

- Risk/Anxiety/Uncertainty: the inherent denominator of crisis.
- Fear of crisis must be dealt with.
- Emphasize that we have faced major pandemics/crisis in the past and survived them.



Washington ordered small pox inoculations for Army



COVID-19 changed every day life

Understanding, Controlling, Channeling Anxiety Essential to Effective Change & Crisis Management

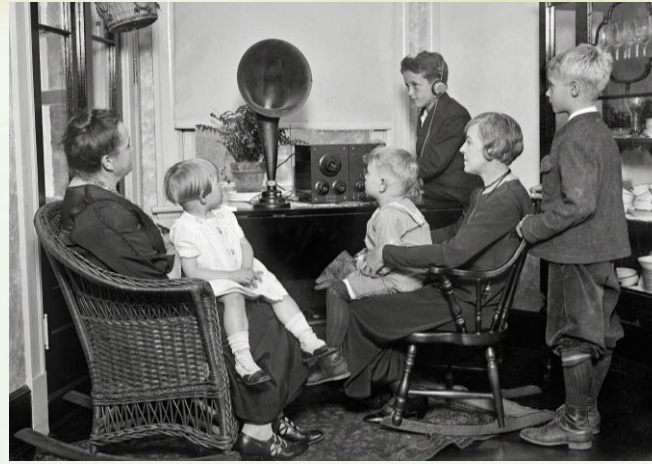
- Misinformation spreads rapidly
- The communicator's credibility and tone are important
- Reliable/accurate information essential
- Early proactive action is crucial
- Visible leadership necessary



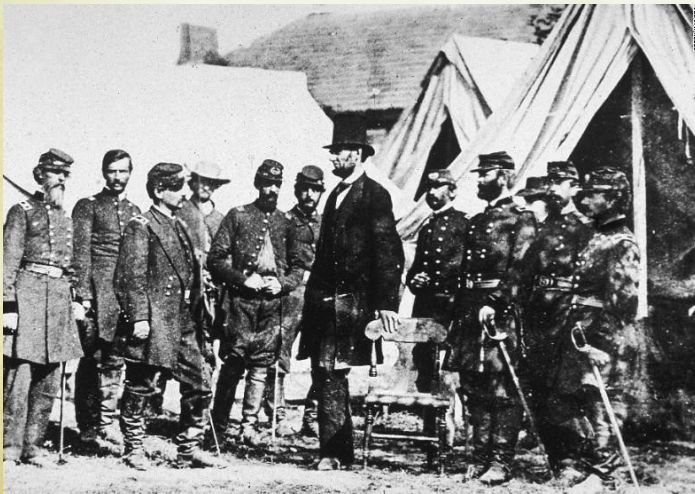
Visibility as Communication Essential to Managing Change and Crisis



**Washington at
Valley Forge**



**Roosevelt's
Fireside Chats**



**Lincoln Early
in the Civil
War**



**Churchill
Addresses Britain**

COMMUNICATION ESSENTIAL TO LEADING IN TIMES OF CHANGE/CRISIS

These great leaders utilized many forms of communication

Highly visible when required – out front as needed

Adjusted to their audience and the situation

Persistent, patient, and respectful with Congress/Parliament/colleagues

Great listeners – heard all sides, created aura of fairness/gravitas

Quiet behind the scenes conversations

Over-communicating likely required

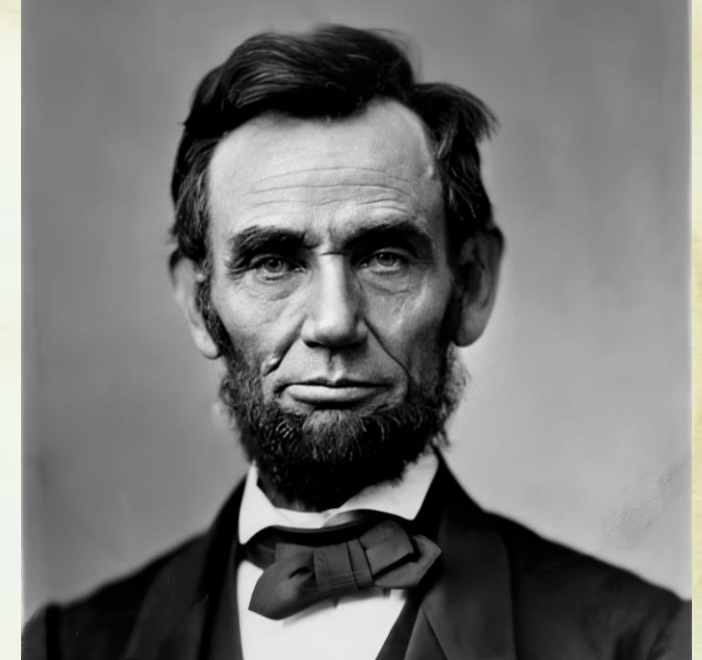
Great Leaders Manifest Resolve and Determination



"We shall fight on the beaches, we shall fight on the landing grounds, we shall fight in the fields and in the streets, we shall fight in the hills; we shall never surrender."



"The only thing we have to fear is fear itself."



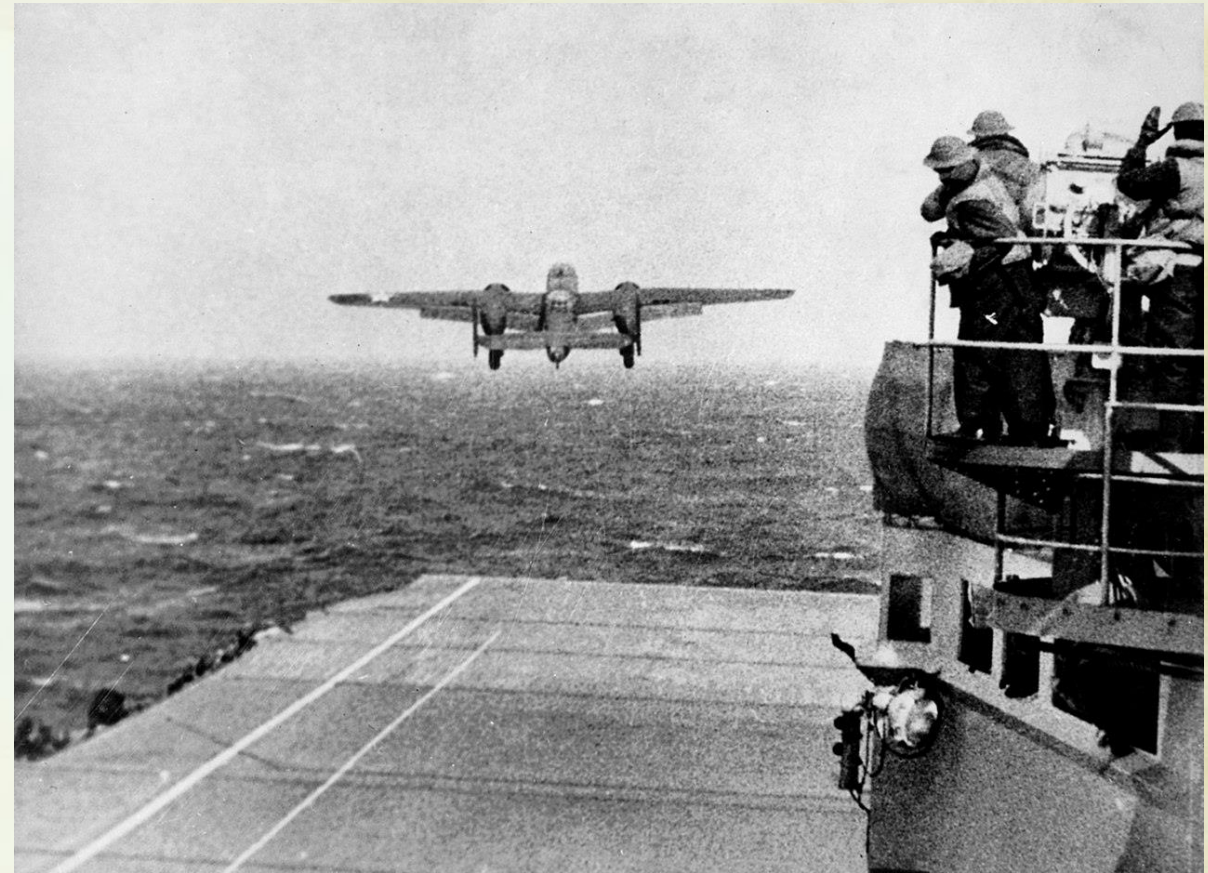
"Adhere to your purpose and you will soon feel as well as you ever did. On the contrary, if you falter, and give up, you will lose the power of keeping any resolution, and will regret it all your life."

DETERMINATION – CHURCHILL

“Success is not final.
Failure is not fatal.
It is the courage to continue
that counts.”

An Initial Plan – Early Action Especially Important During Crisis, But Also During Change

- Helps to control anxiety and fear
- Brings groups/team together
- Creates a common cause and purpose
- Strengthens leadership and credibility
- Builds momentum



Roosevelt orders early bombing of Japan.

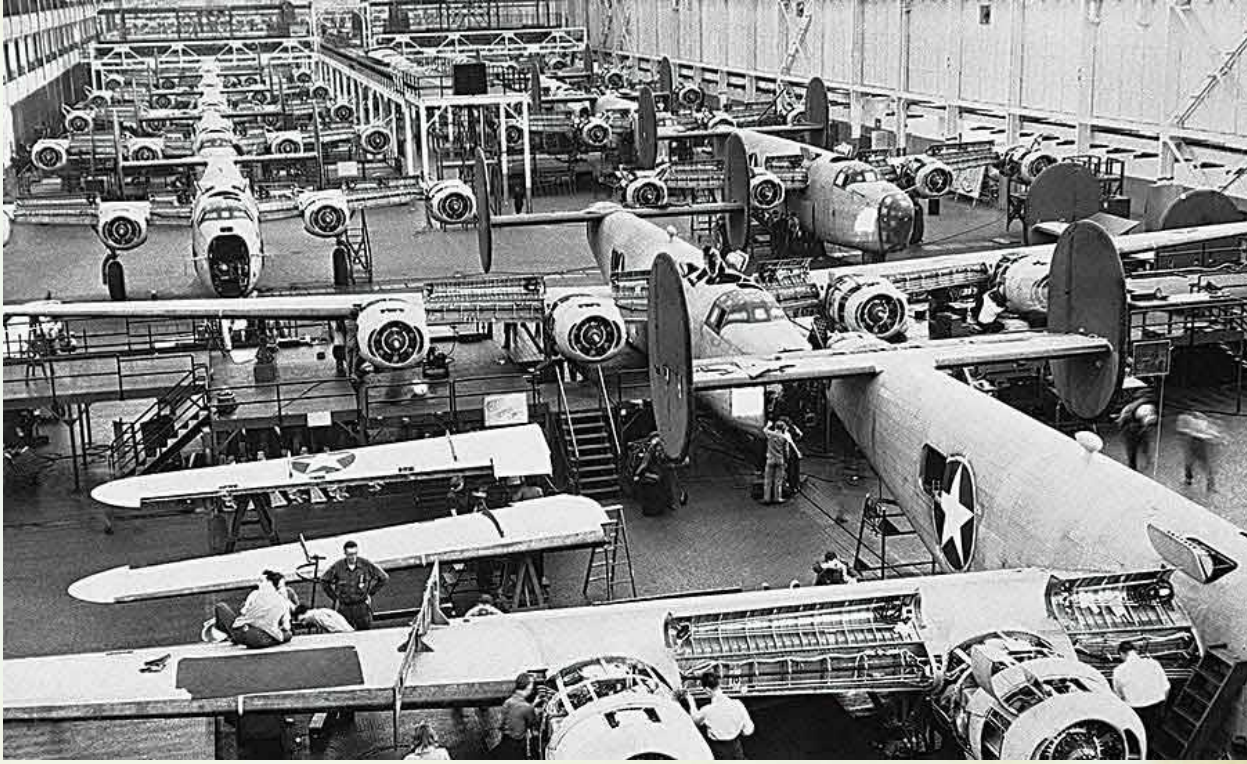
Long Term Plan – Essential but Harder

- Requires:
 - Accurate data/intelligence (what and how big is the problem?)
 - Strategic vision: clear understanding of goals essential
 - Planning, patience, and agility
 - Persistence and determination
 - Real collaboration, consensus, and teamwork
 - Constant communication, persuasion, and credibility
 - Should be a systemic part of controlled change

Preparing for Long-Term Response

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quilt	530	quail	578	quail	578
quilt	531	quail	579	quail	579
quilt	532	quail	580	quail	580

Ledger of Codes for the Secret Six, Washington's spy ring during the Revolutionary War.



Assembly lines in WWII built planes, ships, and other materials for war.

Successful Leaders Successfully Sell the Way Forward

“It is for us the living, rather, to be dedicated here to the unfinished work which they who fought here have thus far so nobly advanced. It is rather for us to be here dedicated to the great task remaining before us.”

- Lincoln at Gettysburg

“You have worn yourselves out with fatigues and hardships, but we know not how to spare you. If you will consent to stay one month longer, you will render that service to the cause of liberty, and to your country, which you probably can never do under any other circumstances.”

- Washington December 31, 1776, before the Battle of Second Trenton

COLLABORATION ESSENTIAL TO EFFECTIVE LONG-TERM CHANGE & CRISIS MANAGEMENT

Washington maintained his strategic vision but often adjusted tactical goals to forge collaboration in support of a united effort

Historic Examples of Collaboration and Compromise:

- **Military Collaboration** – Washington/Rochambeau decision to attack Yorktown
- **Legislative Collaboration** – Constitution/Bill of Rights
- **Political Collaboration** – Washington DC/National Bank
- **Quiet Collaboration** – Washington's daily dinners during the Constitutional Convention

COLLABORATION REQUIRES CIVILITY

Washington 1795 Personal letter

“Such is the turbulence of human passions and party disputes; **when victory is more important than truth.**”

Roosevelt 1945 Last message to the American People (undelivered)

“**If civilization is to survive, we must cultivate the science of human relationships** – the ability of all people, of all kinds, to live together and work together, in the same world, at peace.”

Lincoln 1860 Speech after election

“Yet and all our rejoicing, let us neither express, nor cherish, **any harsh feelings toward any citizens, who by his vote has differed with us.**”

Churchill 1952 in parliament

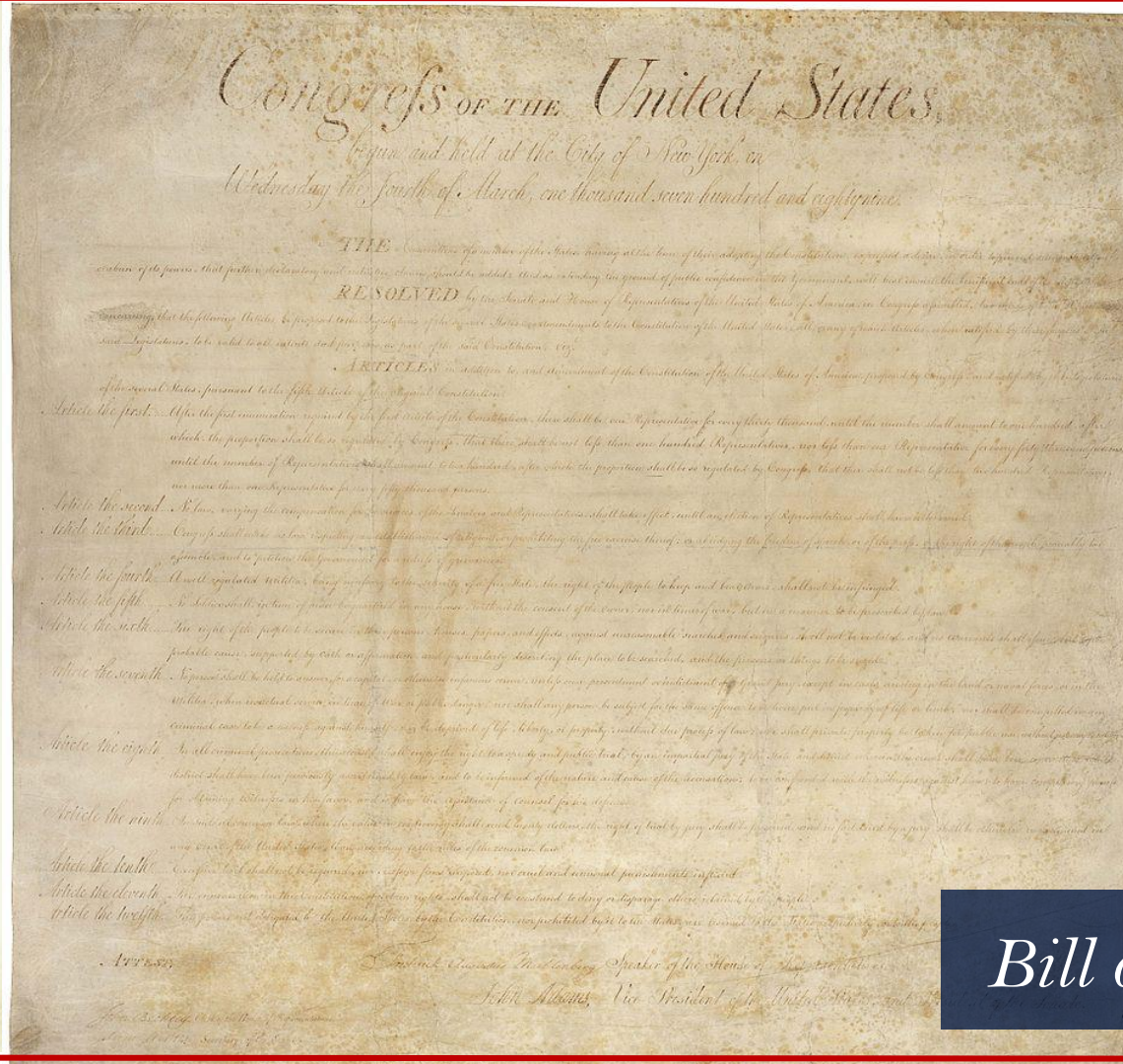
“The spectacle of a number of middle aged gentleman who are all my political opponents being in a state of uproar and fury is really quite exhilarating to me.”

YORKTOWN: COLLABORATION REQUIRES LISTENING AND TRUST

Washington
consults with
French General
Rochambeau –
Trust across
cultural
differences

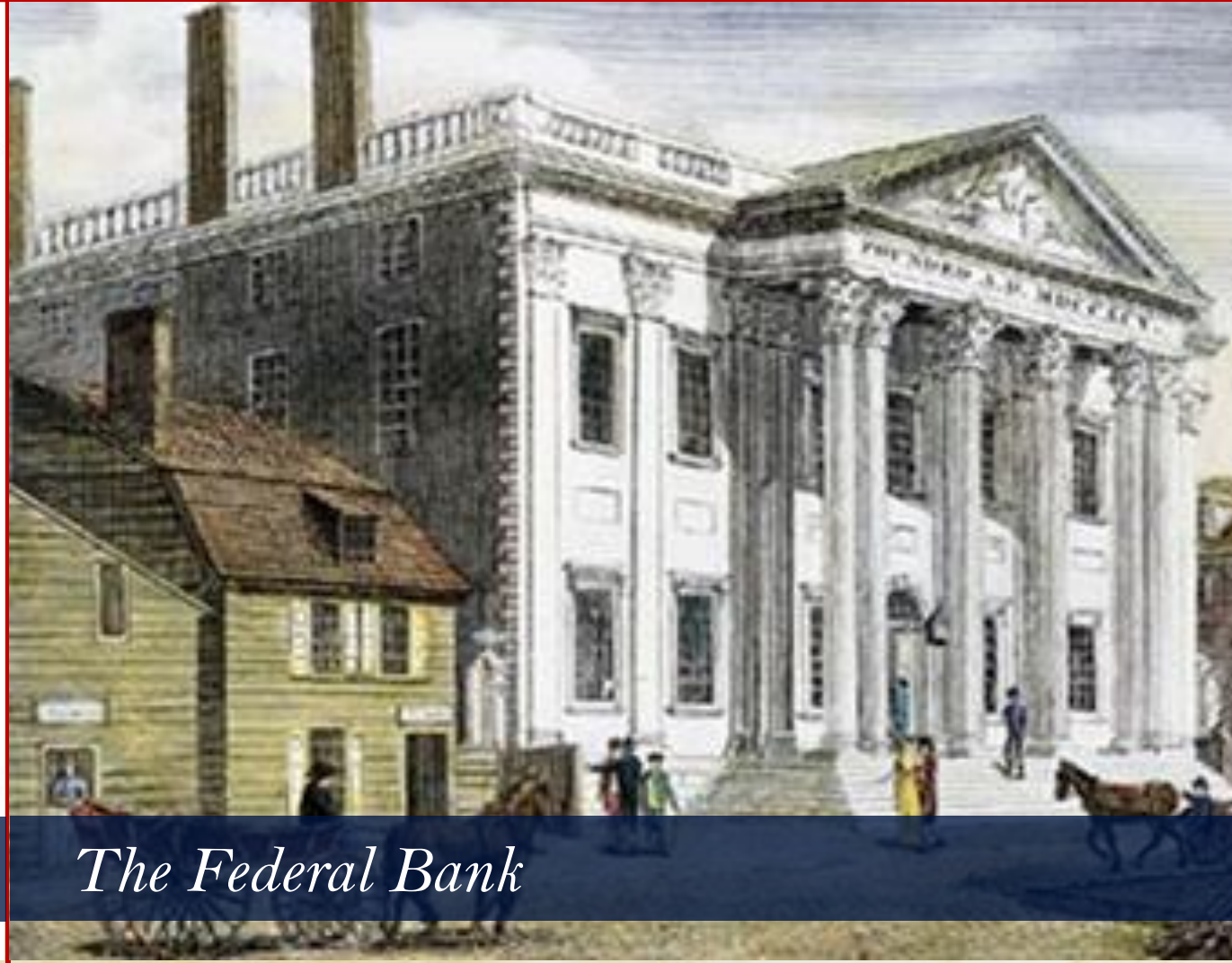
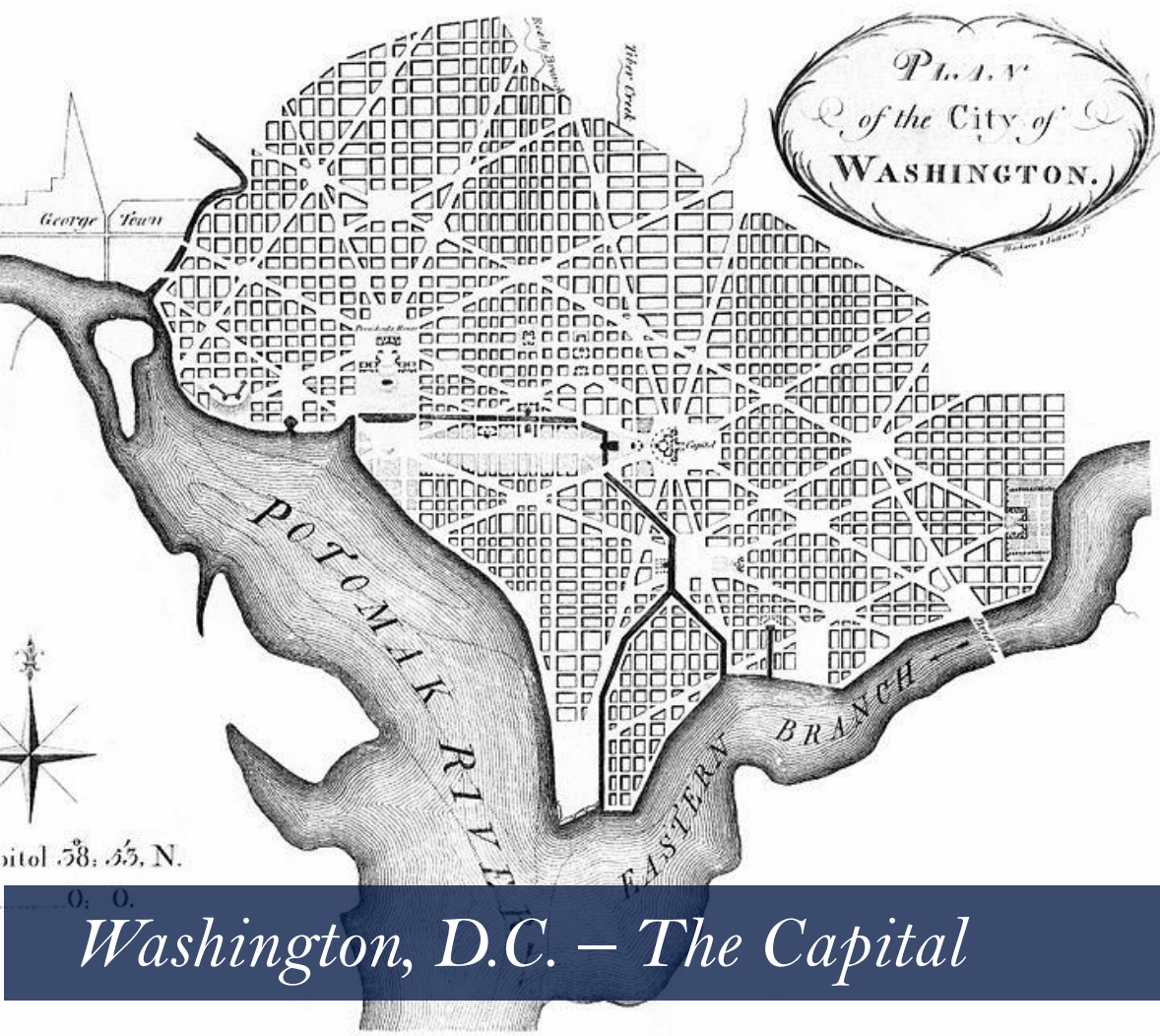


COLLABORATION REQUIRES UNDERSTANDING, TRUST, AND ACCURATE PERCEPTION – POLITICAL, CULTURAL, SOCIETAL



Bill of Rights

COLLABORATION OFTEN REQUIRES SPECIFIC COMPROMISE



COLLABORATION REQUIRES PATIENCE & PERSUASION

*Washington's Private/Quiet
Collaboration at the
Constitutional Convention
was Persuasive and
Essential*



THE LEADER'S CREDIBILITY ESSENTIAL FOR FORGING AND MAINTAINING LONG TERM COLLABORATION



Washington's Cabinet



Lincoln's Team of Rivals

STRATEGIC PLANNING SHOULD ADDRESS LIKELY CHANGE/CRISIS

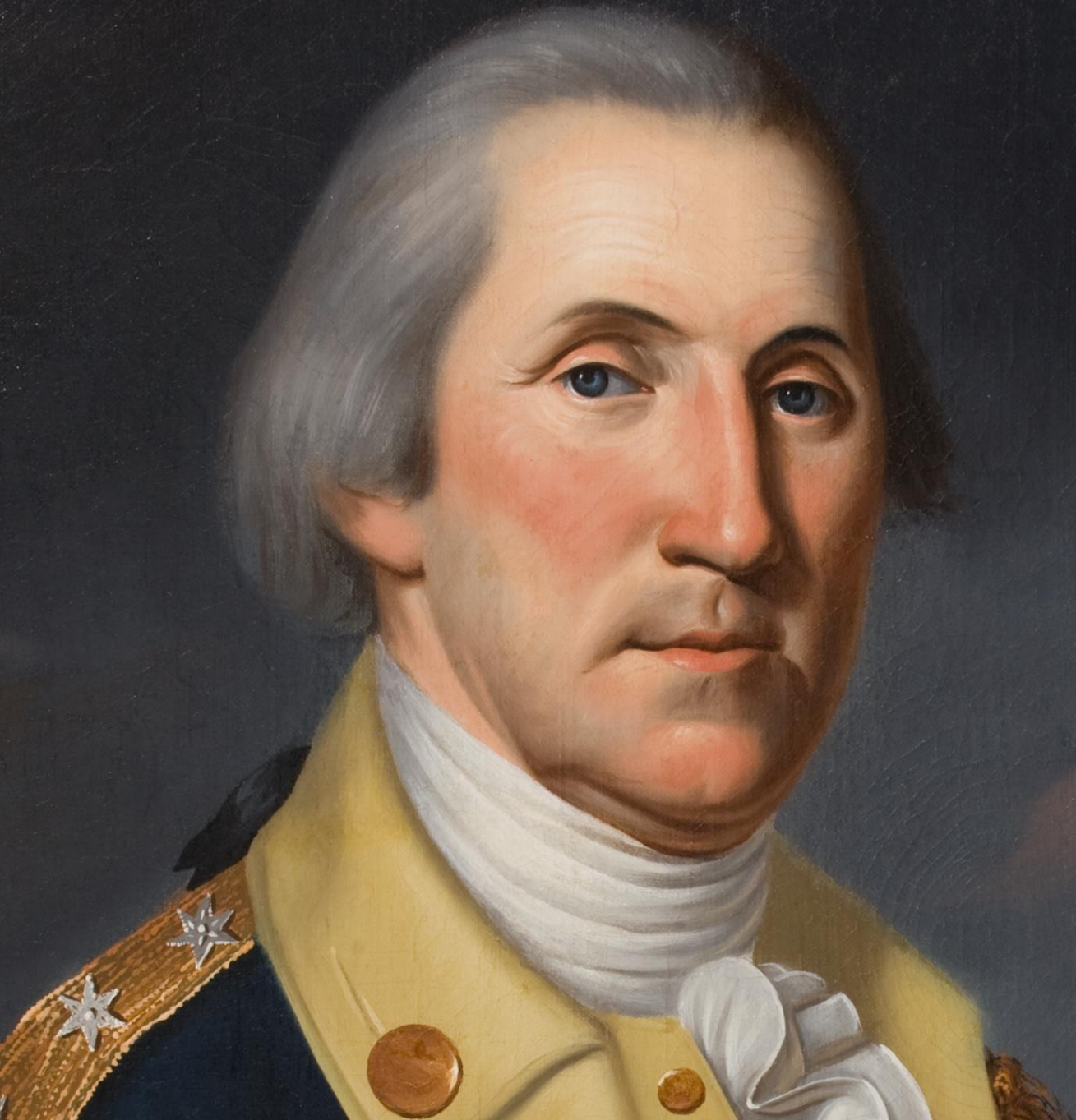
- **Strategic vision** should anticipate potential change/crisis – examples
- Anticipate likely crises – armed conflict, natural disasters, pandemics, etc.
 - Response to loss of electrical grid/power
 - Pre-planned hurricane evacuation routes
 - Domestic Terrorism
- Anticipate likely change – new technology/competition/regulation

STRATEGIC PLANNING SHOULD ADDRESS LIKELY CHANGE/CRISIS

- Build teams, designate crisis leaders, regularly update
- Conduct drills, be serious about stress tests
- Capture lessons learned from present crisis
 - Practice working redundant communication
 - Be specific to your industry
 - Consider social issues/perception
 - Dealing with Public/Political Reaction

DETERMINATION – CHURCHILL

“Success is not final.
Failure is not fatal.
It is the courage to continue
that counts.”



THANK YOU