

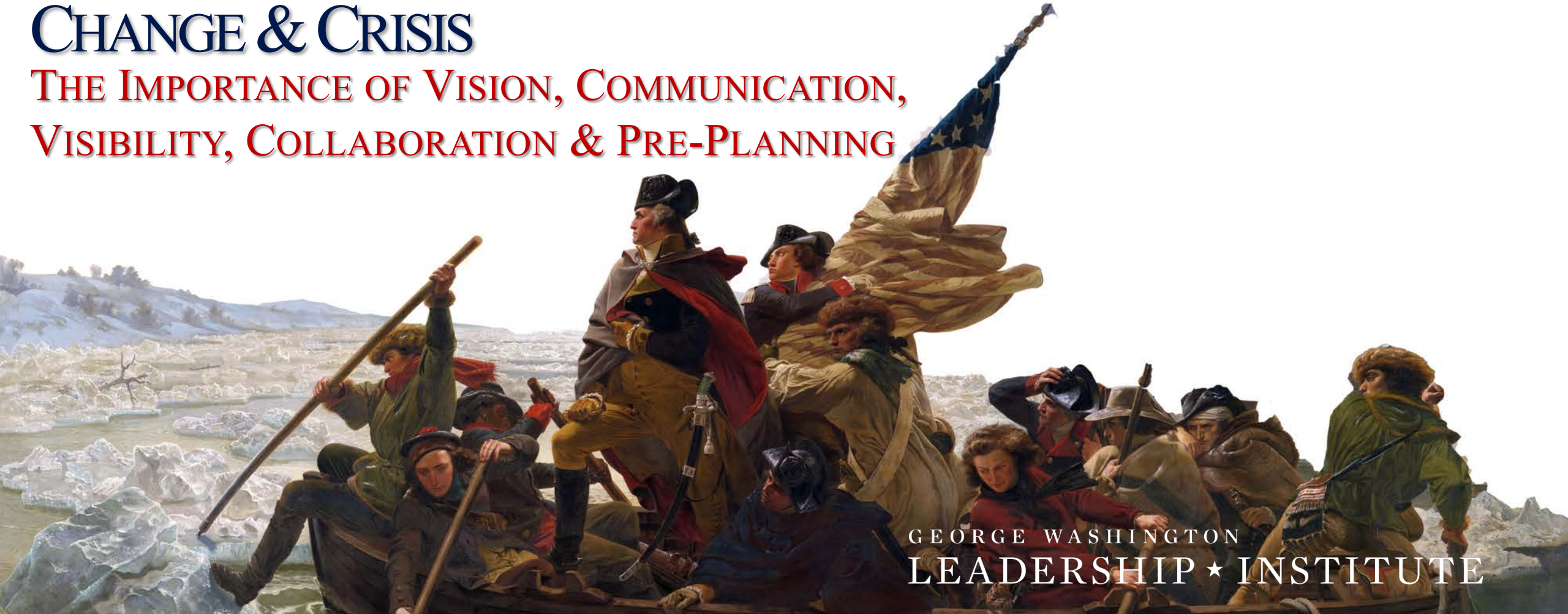
WASHINGTON STATE ASSOCIATION OF COUNTIES

WASHINGTON, LINCOLN, ROOSEVELT, CHURCHILL:

A STRATEGIC APPROACH TO LEADING THROUGH

CHANGE & CRISIS

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

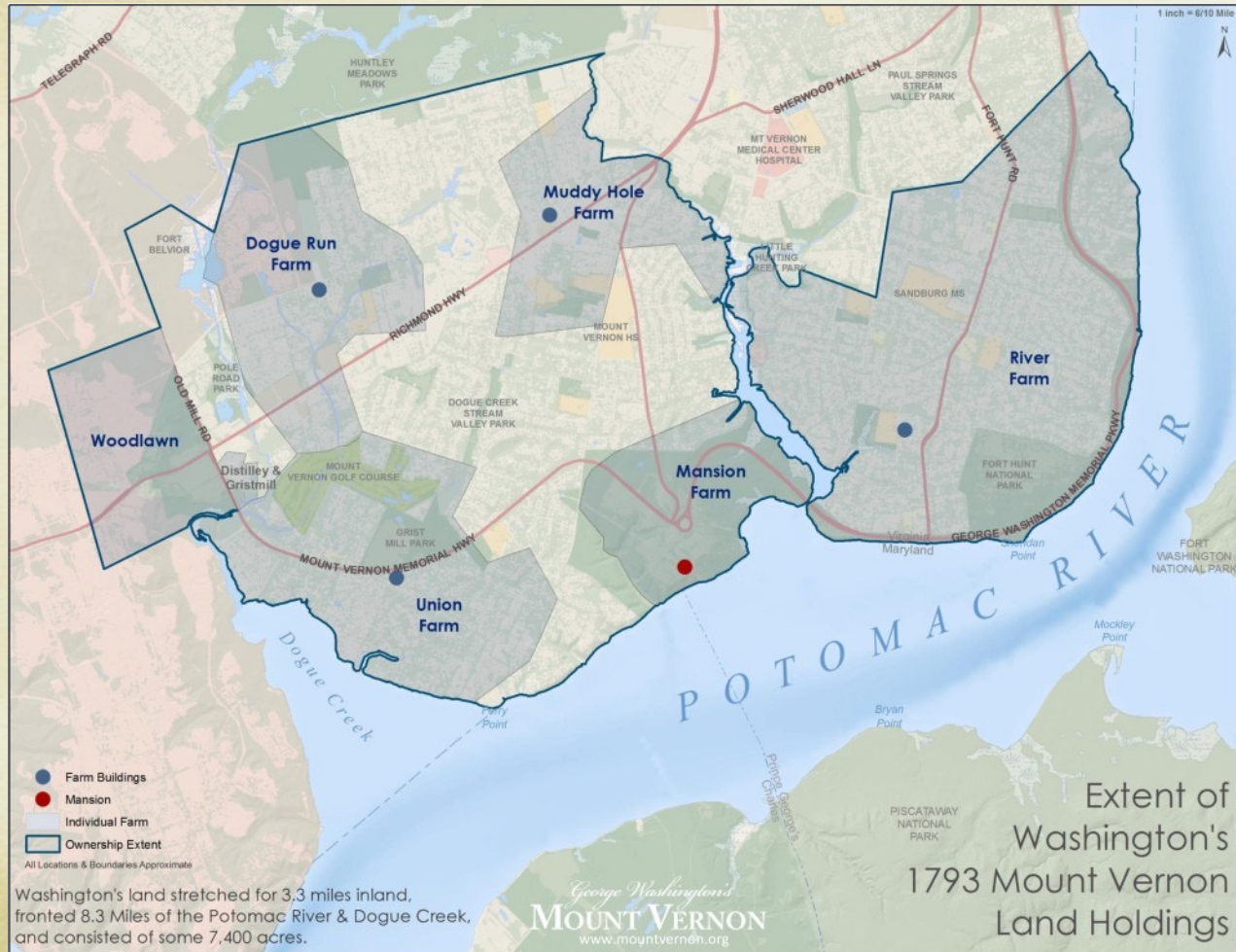


GEORGE WASHINGTON
LEADERSHIP ★ INSTITUTE

First job: Surveyor of Culpeper County



Washington the Farmer



No. of Acres in the counties appraised for the years which follow

Year	Co.	Acres	1788	1789	1790	1791	1792	1793	1794	1795	1796
1788	60	25	20	70	30	21	11	—	90		
1789	60	60	30	30	30	11	11	60	90		
1790	60	60	30	30	30	11	11	60	90		
1791	60	60	30	30	30	11	11	120	30		
1792	60	65	30	30	30	11	11	120	30		
1793	65	30	30	30	30	12	12	120	30		
1794	60	60	32	32	30	11	11	120	30		
1795	60	60	30	30	30	11	11	125	30		
1796	60	60	30	30	30	11	11	125	30		
1797	60	60	30	30	30	11	11	125	30		

Course of Crops - Perry Plantation

In the years

Year	1787	1788	1789	1790	1791	1792	1793	1794	1795	1796
1	Corn	Wheat	Wheat	Wheat	Wheat	Wheat	Wheat	Wheat	Wheat	Wheat
2	Wheat	Wheat	Wheat	Wheat	Wheat	Wheat	Wheat	Wheat	Wheat	Wheat
3	Wheat	Wheat	Wheat	Wheat	Wheat	Wheat	Wheat	Wheat	Wheat	Wheat
4	Wheat	Wheat	Wheat	Wheat	Wheat	Wheat	Wheat	Wheat	Wheat	Wheat
5	Wheat	Wheat	Wheat	Wheat	Wheat	Wheat	Wheat	Wheat	Wheat	Wheat
6	Wheat	Wheat	Wheat	Wheat	Wheat	Wheat	Wheat	Wheat	Wheat	Wheat
7	Wheat	Wheat	Wheat	Wheat	Wheat	Wheat	Wheat	Wheat	Wheat	Wheat

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

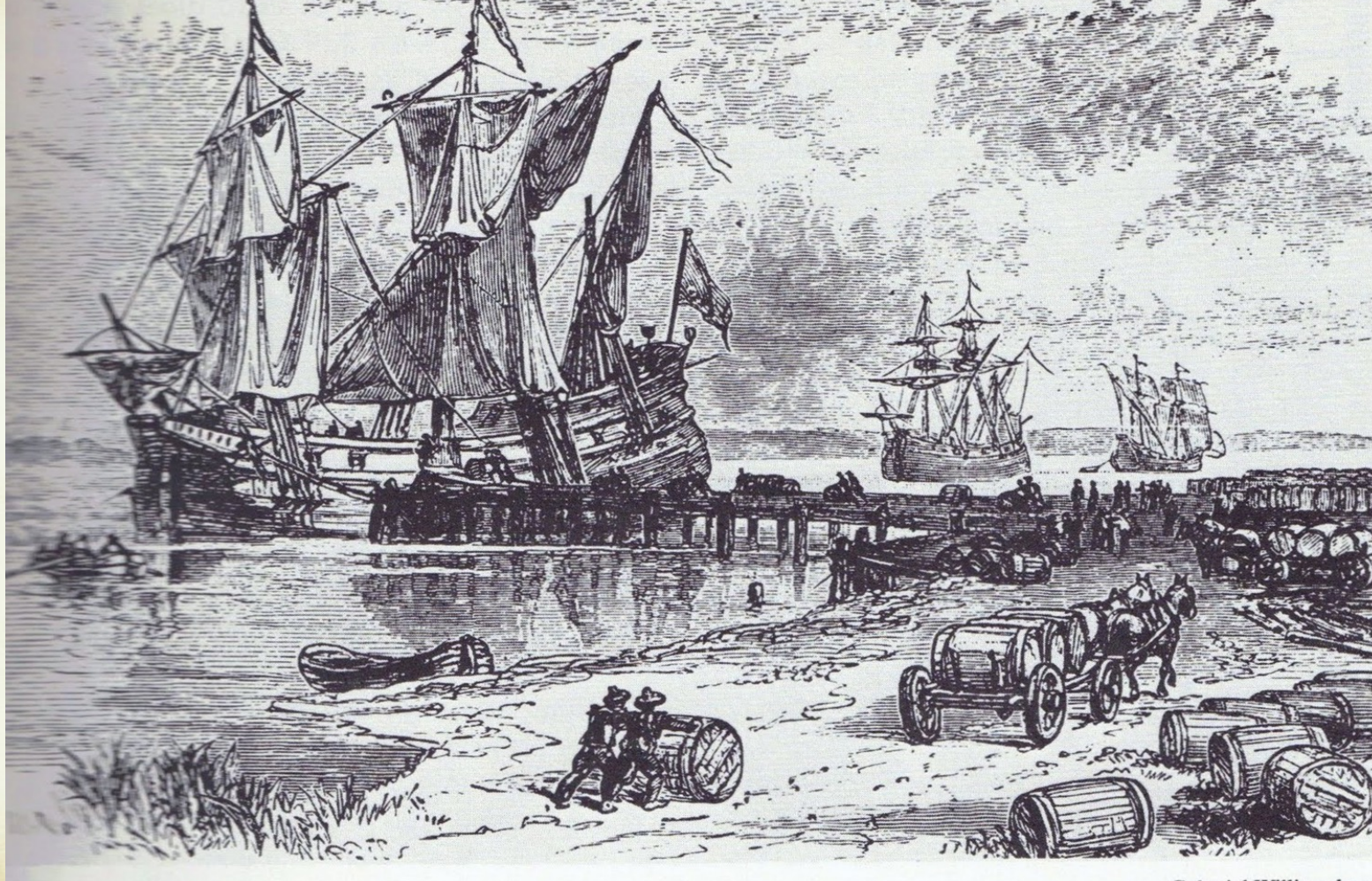


Distillery



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]

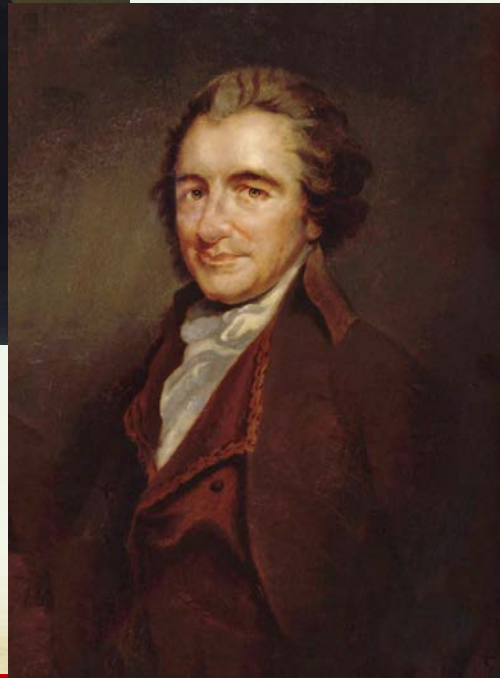
Original source: Presidential Series (24 September 1788–31 March 1795), Volume 7 (1 December 1790–21 March 1791)



EVEN WASHINGTON FACED BAD PRESS

*“Will this monarchical farce
never end...”*

- Aurora newspaper
February 1793



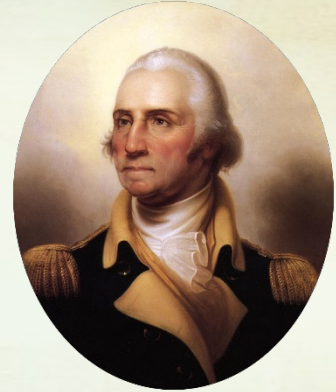
*“The patron of fraud – an
imposter...”*

- Thomas Paine, 1798

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

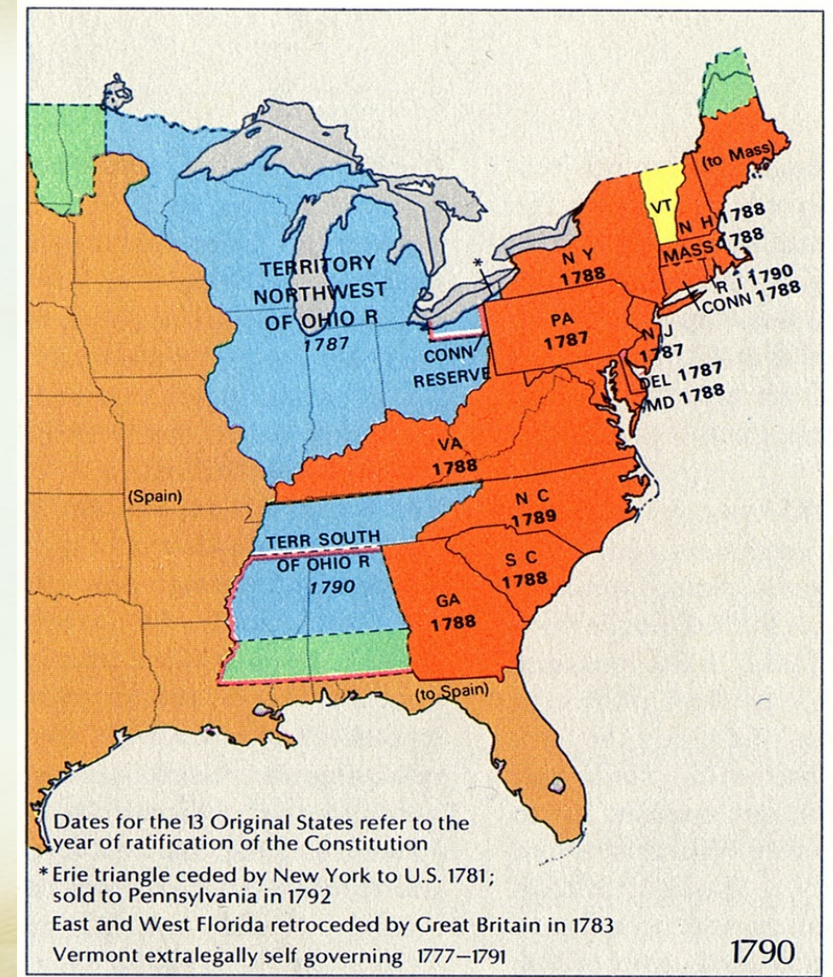
➤ Strategic Agility – Respond effectively to change or opportunity

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



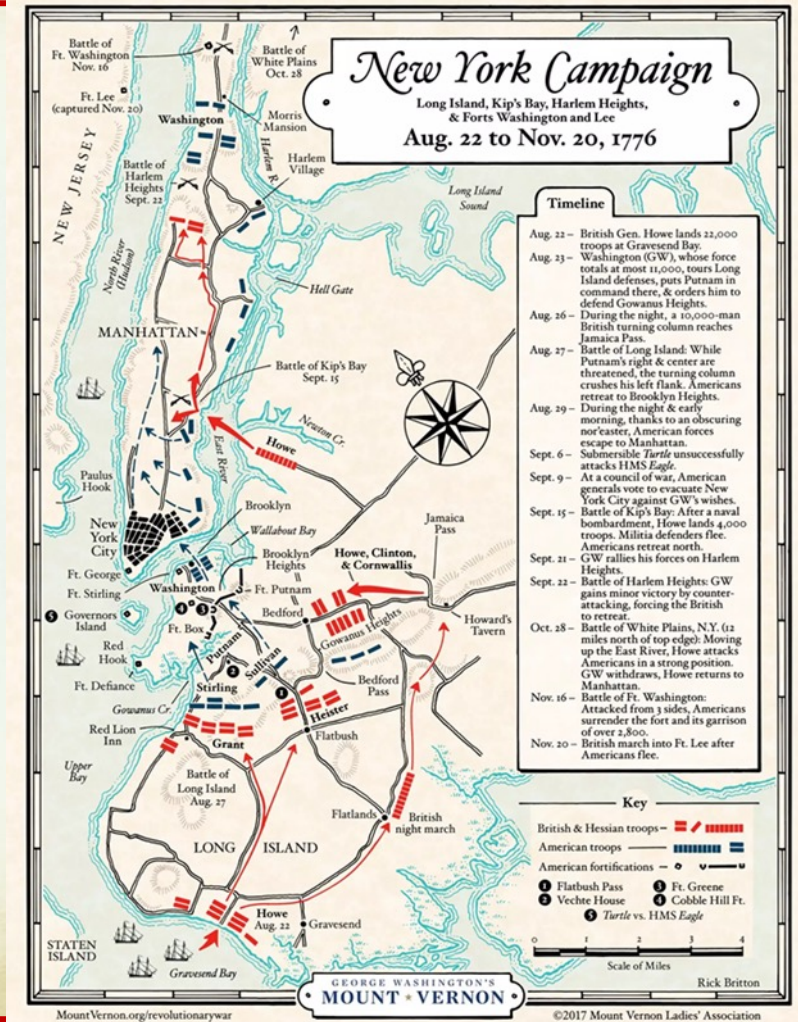
- *Employs a “Fabian strategy” trading space for time*

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

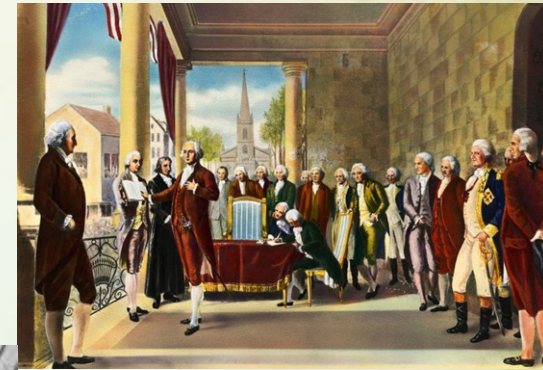
Strategic Allocation – Resources are always scarce



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

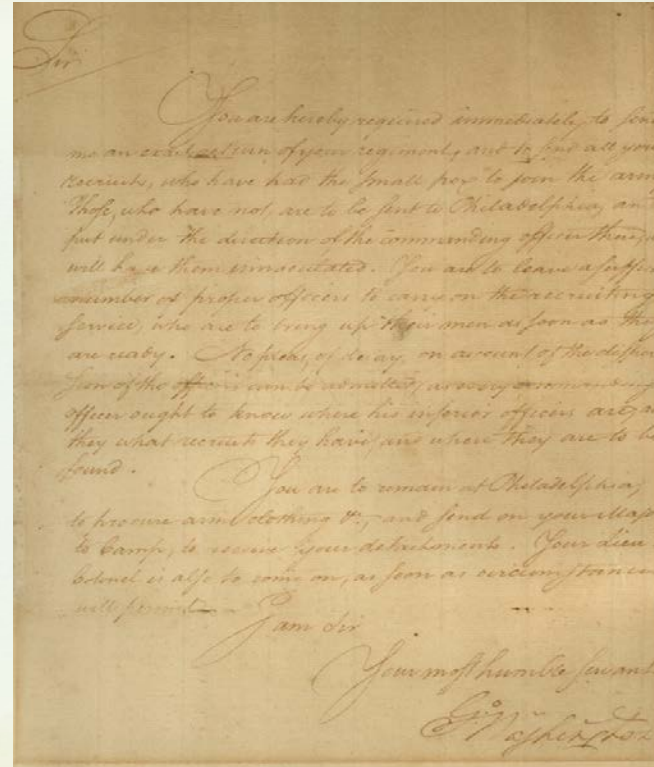
Change & Crisis – Understanding, Controlling, Channeling Anxiety and Fear

- 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



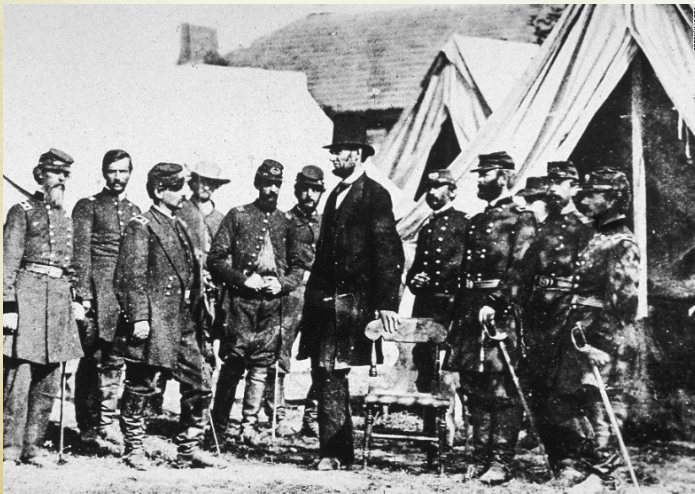
Visibility as Communication Essential to Managing Change and Crisis



**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."



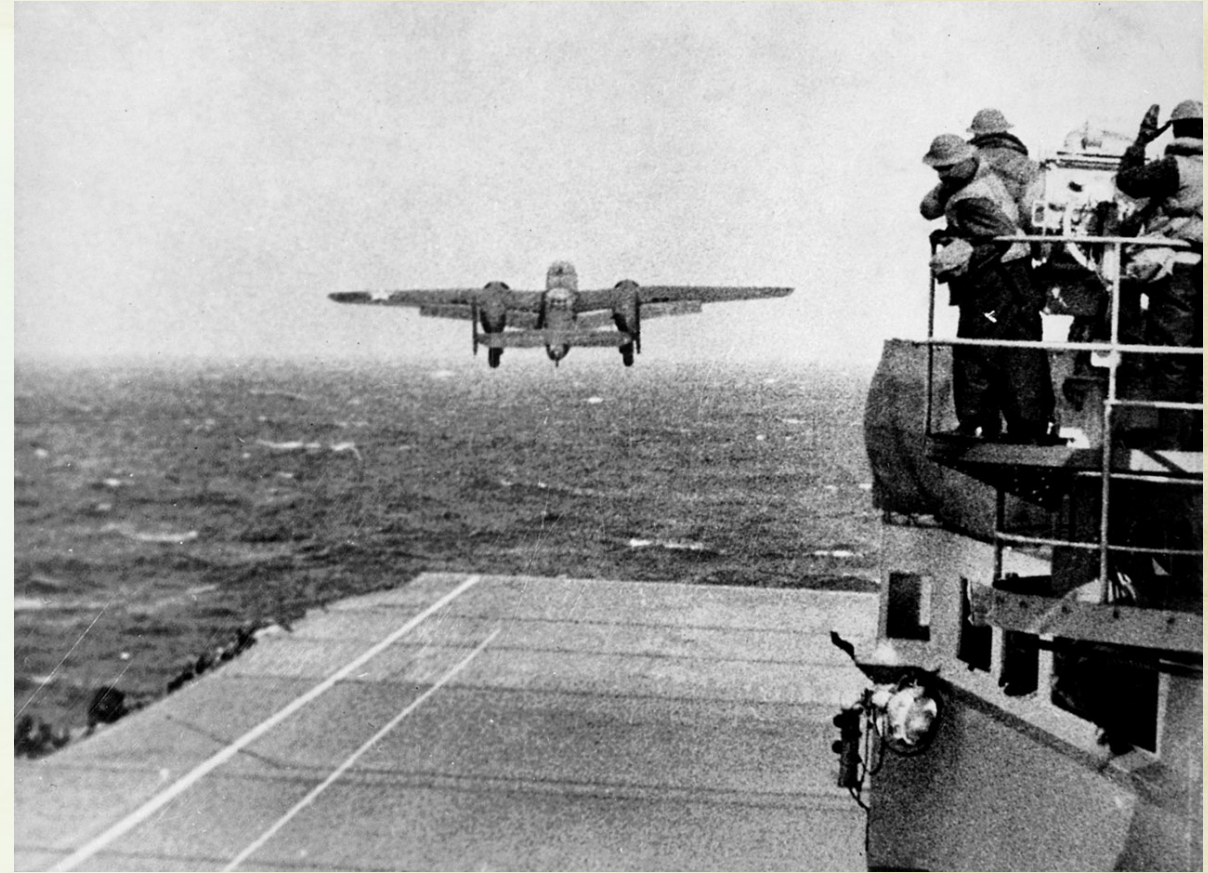
"Adhere to your purpose and you will soon feel as well as you ever did. On the contrary, if you falter, and give up, you will lose the power of keeping any resolution, and will regret it all your life."

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.

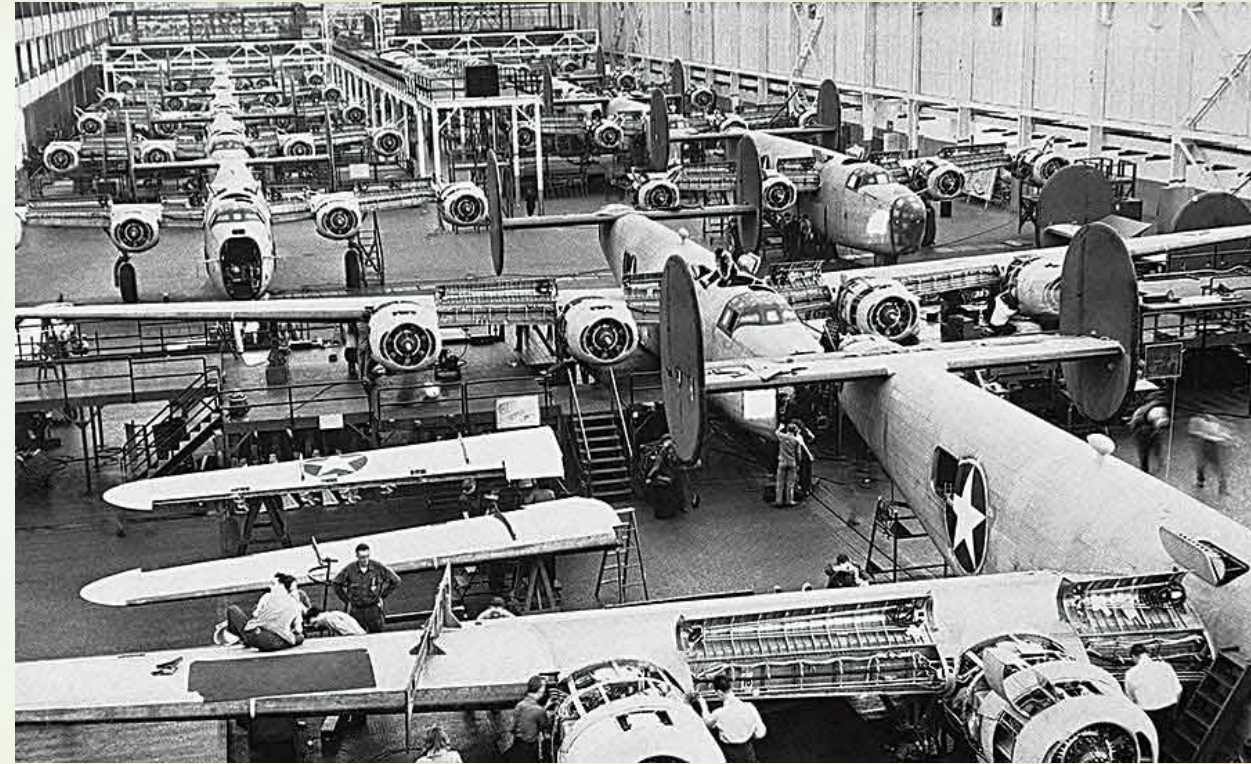
Long Term Plan – Essential but Harder

- 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

Q	Q	Q	Q	Q					
hilt	684	quail	532	revelation	581	thief	629	uncommon	676
honest	682	quail	532	revelation	582	thief	630	uncommon	677
honest	683	quail	532	revelation	583	thief	631	uncommon	678
honest	684	quail	532	revelation	584	thief	632	uncommon	679
honest	685	quail	532	revelation	585	thief	633	uncommon	680
honest	686	quail	532	revelation	586	thief	634	uncommon	681
honest	687	quail	532	revelation	587	thief	635	uncommon	682
honest	688	quail	532	revelation	588	thief	636	uncommon	683
honest	689	quail	532	revelation	589	thief	637	uncommon	684
honest	690	quail	532	revelation	590	thief	638	uncommon	685
honest	691	quail	532	revelation	591	thief	639	uncommon	686
honest	692	quail	532	revelation	592	thief	640	uncommon	687
honest	693	quail	532	revelation	593	thief	641	uncommon	688
honest	694	quail	532	revelation	594	thief	642	uncommon	689
honest	695	quail	532	revelation	595	thief	643	uncommon	690
honest	696	quail	532	revelation	596	thief	644	uncommon	691
honest	697	quail	532	revelation	597	thief	645	uncommon	692
honest	698	quail	532	revelation	598	thief	646	uncommon	693
honest	699	quail	532	revelation	599	thief	647	uncommon	694
honest	700	quail	532	revelation	600	thief	648	uncommon	695
honest	701	quail	532	revelation	601	thief	649	uncommon	696
honest	702	quail	532	revelation	602	thief	650	uncommon	697
honest	703	quail	532	revelation	603	thief	651	uncommon	698
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honest	705	quail	532	revelation	605	thief	653	uncommon	700
honest	706	quail	532	revelation	606	thief	654	uncommon	701
honest	707	quail	532	revelation	607	thief	655	uncommon	702
honest	708	quail	532	revelation	608	thief	656	uncommon	703
honest	709	quail	532	revelation	609	thief	657	uncommon	704
honest	710	quail	532	revelation	610	thief	658	uncommon	705
honest	711	quail	532	revelation	611	thief	659	uncommon	706
honest	712	quail	532	revelation	612	thief	660	uncommon	707
honest	713	quail	532	revelation	613	thief	661	uncommon	708
honest	714	quail	532	revelation	614	thief	662	uncommon	709
honest	715	quail	532	revelation	615	thief	663	uncommon	710
honest	716	quail	532	revelation	616	thief	664	uncommon	711
honest	717	quail	532	revelation	617	thief	665	uncommon	712
honest	718	quail	532	revelation	618	thief	666	uncommon	713
honest	719	quail	532	revelation	619	thief	667	uncommon	714
honest	720	quail	532	revelation	620	thief	668	uncommon	715
honest	721	quail	532	revelation	621	thief	669	uncommon	716
honest	722	quail	532	revelation	622	thief	670	uncommon	717
honest	723	quail	532	revelation	623	thief	671	uncommon	718
honest	724	quail	532	revelation	624	thief	672	uncommon	719
honest	725	quail	532	revelation	625	thief	673	uncommon	720
honest	726	quail	532	revelation	626	thief	674	uncommon	721
honest	727	quail	532	revelation	627	thief	675	uncommon	722
honest	728	quail	532	revelation	628	thief	676	uncommon	723
honest	729	quail	532	revelation	629	thief	677	uncommon	724
honest	730	quail	532	re					

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

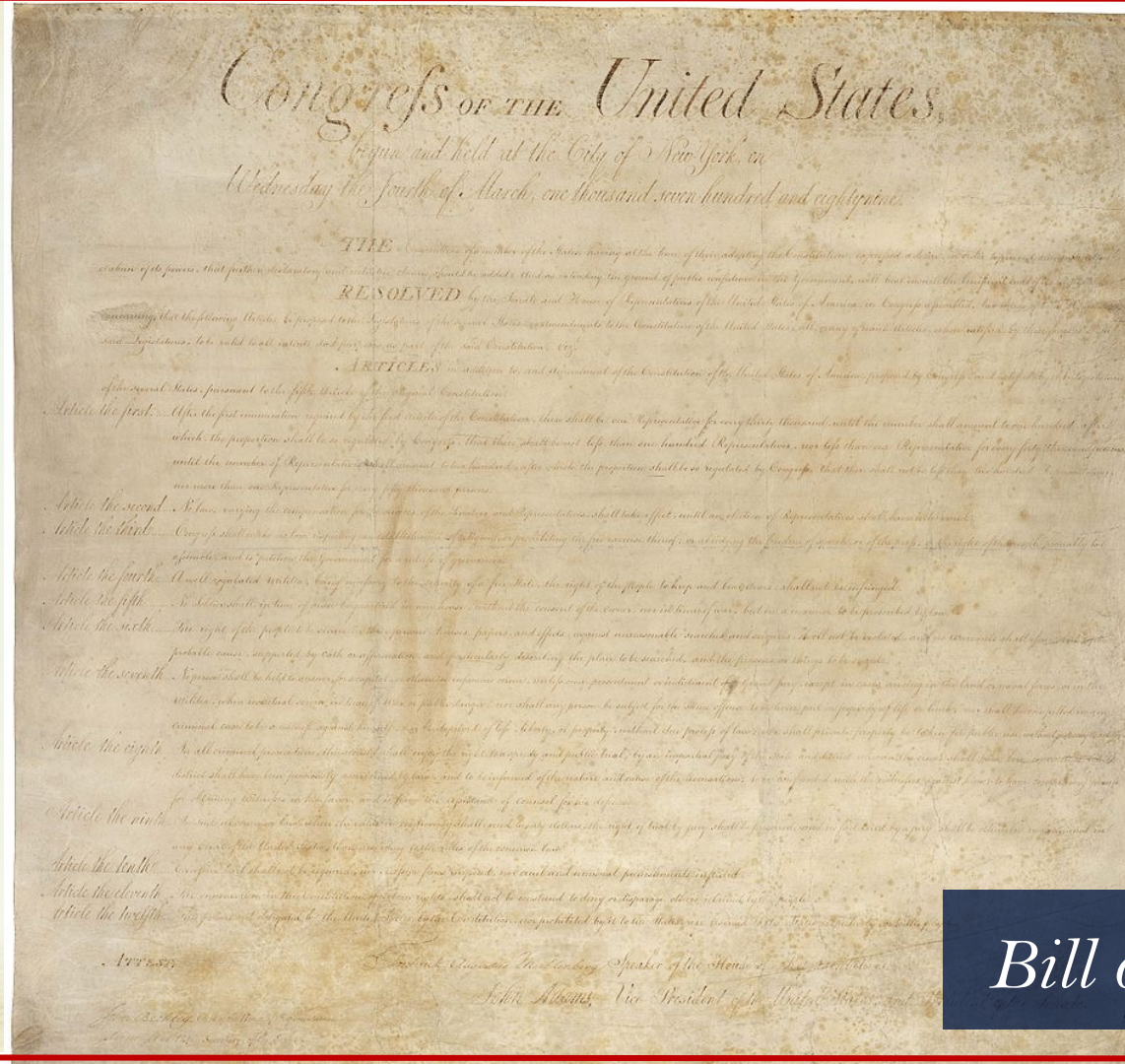
“The spectacle of a number of middle aged gentleman who are all my political opponents being in a state of uproar and fury is really quite exhilarating to me.”

YORKTOWN: COLLABORATION REQUIRES LISTENING AND TRUST

Washington
consults with
French General
Rochambeau –
Trust across
cultural
differences



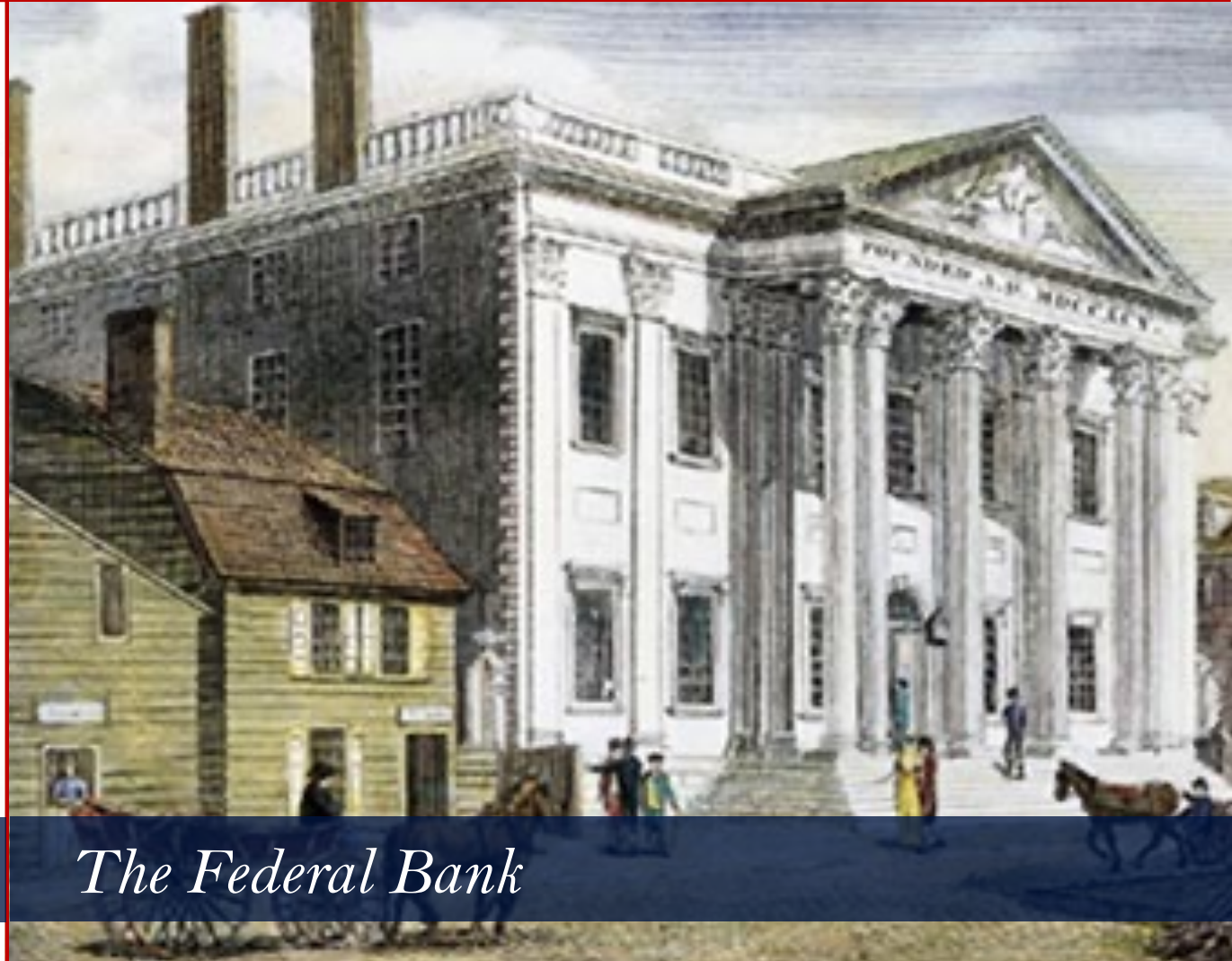
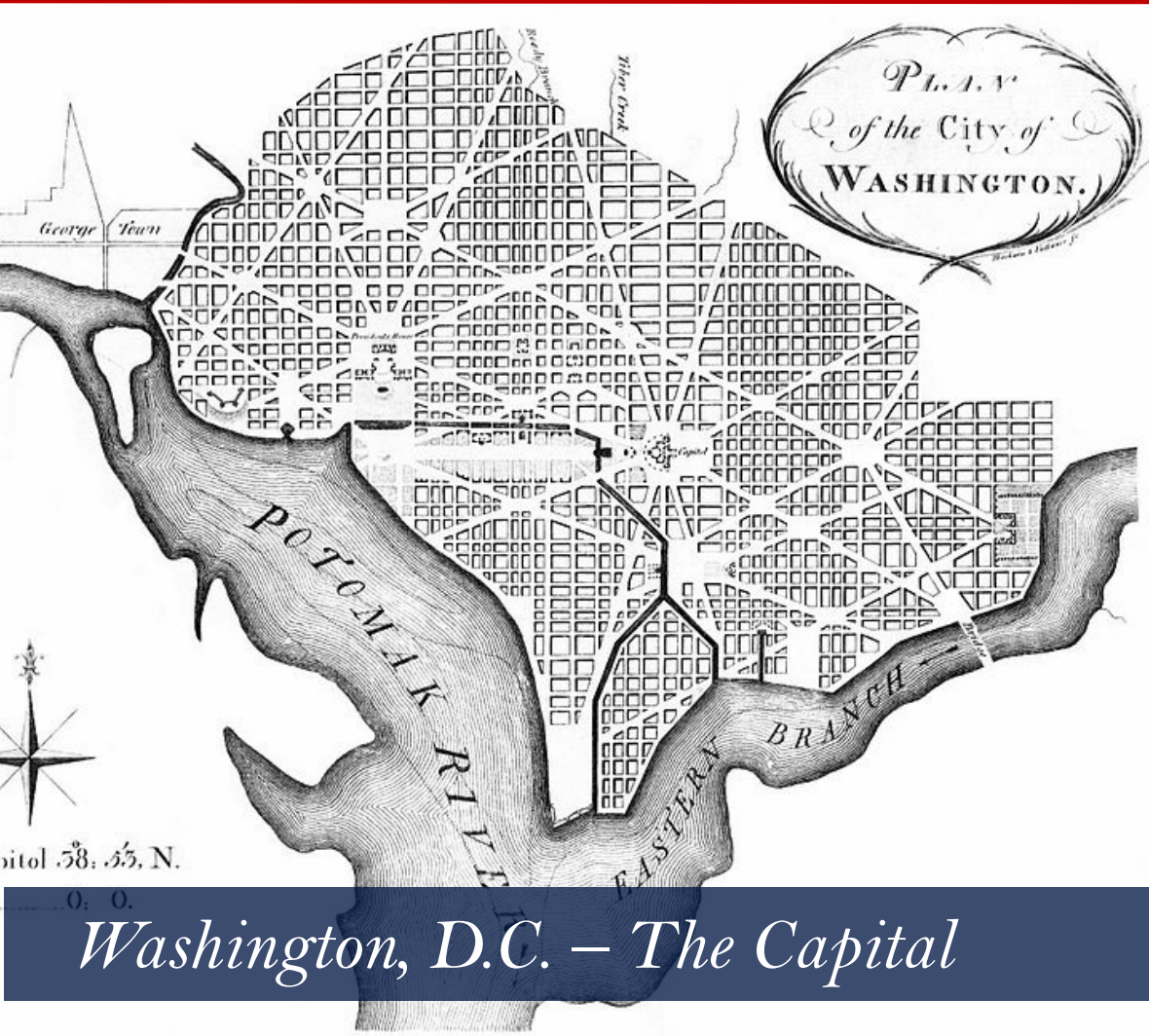
COLLABORATION REQUIRES UNDERSTANDING, TRUST, AND ACCURATE PERCEPTION – POLITICAL, CULTURAL, SOCIETAL



Bill of Rights

GEORGE WASHINGTON
LEADERSHIP ★ INSTITUTE

COLLABORATION OFTEN REQUIRES SPECIFIC COMPROMISE



GEORGE WASHINGTON
LEADERSHIP ★ INSTITUTE

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