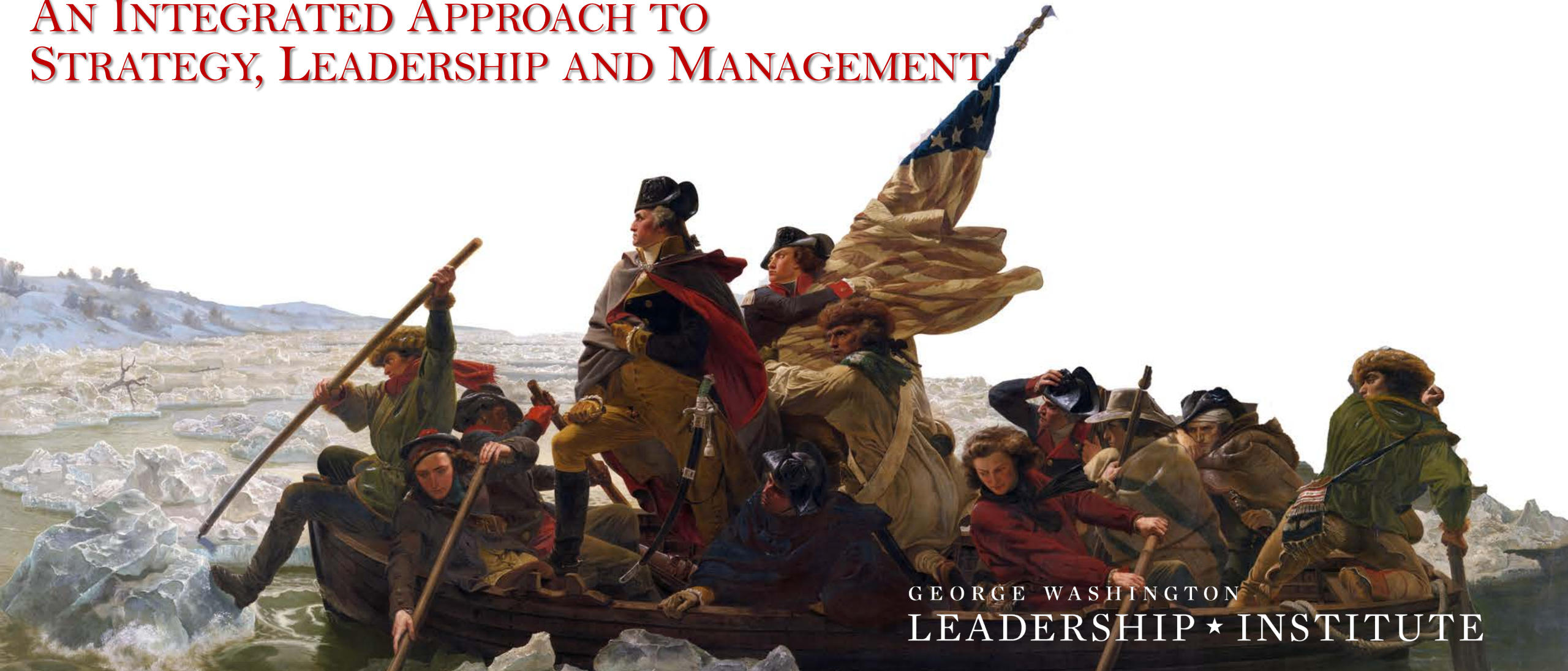


WASHINGTON STATE ASSOCIATION OF COUNTIES

WASHINGTON'S ENDURING RELEVANCE

AN INTEGRATED APPROACH TO
STRATEGY, LEADERSHIP AND MANAGEMENT



GEORGE WASHINGTON
LEADERSHIP ★ INSTITUTE

TODAY'S OBJECTIVES

Consider the key elements of organizational and personal strategic thinking and execution

Consider how strategy, leadership, management, and communication are integrated

Grow as a leader, manager, and strategic thinker

Be inspired by Washington's capacity to turn organizational vision into reality

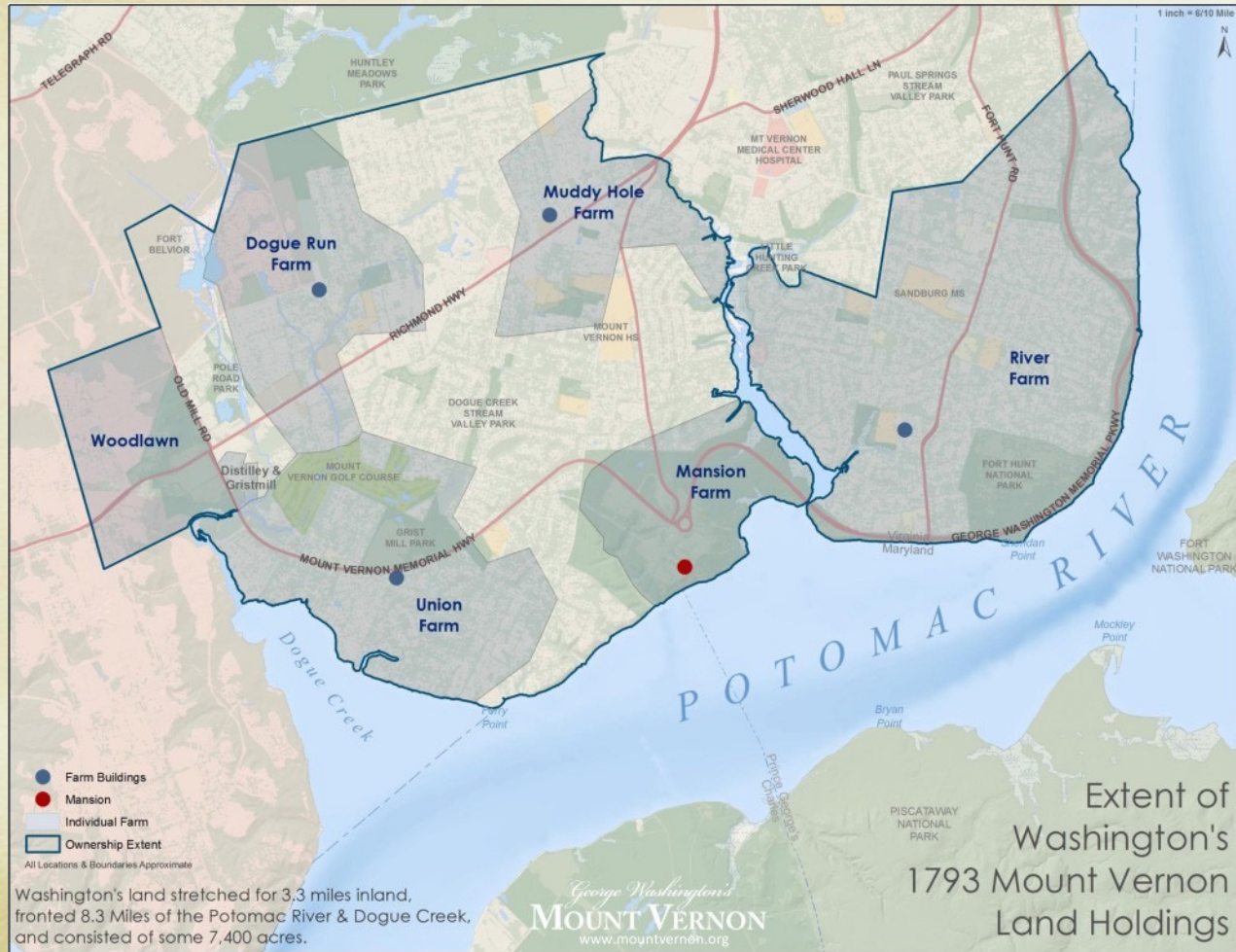
Consider your challenges in the context of history

WASHINGTON'S RELEVANCE IS TIMELESS

- He was a surveyor, farmer, entrepreneur, businessman, soldier, and politician
- His broad experience greatly informed his generalship and presidency
- He was a remarkable grand strategist and had great vision
- He was a sterling example of leadership and management
- He was a thoughtful decision maker
- He was an extraordinary communicator/collaborator
- He was always improving and learning
- He was persistent and determined



Considered himself a farmer first



Handwritten document showing a map of land holdings and a table of crop rotation data.

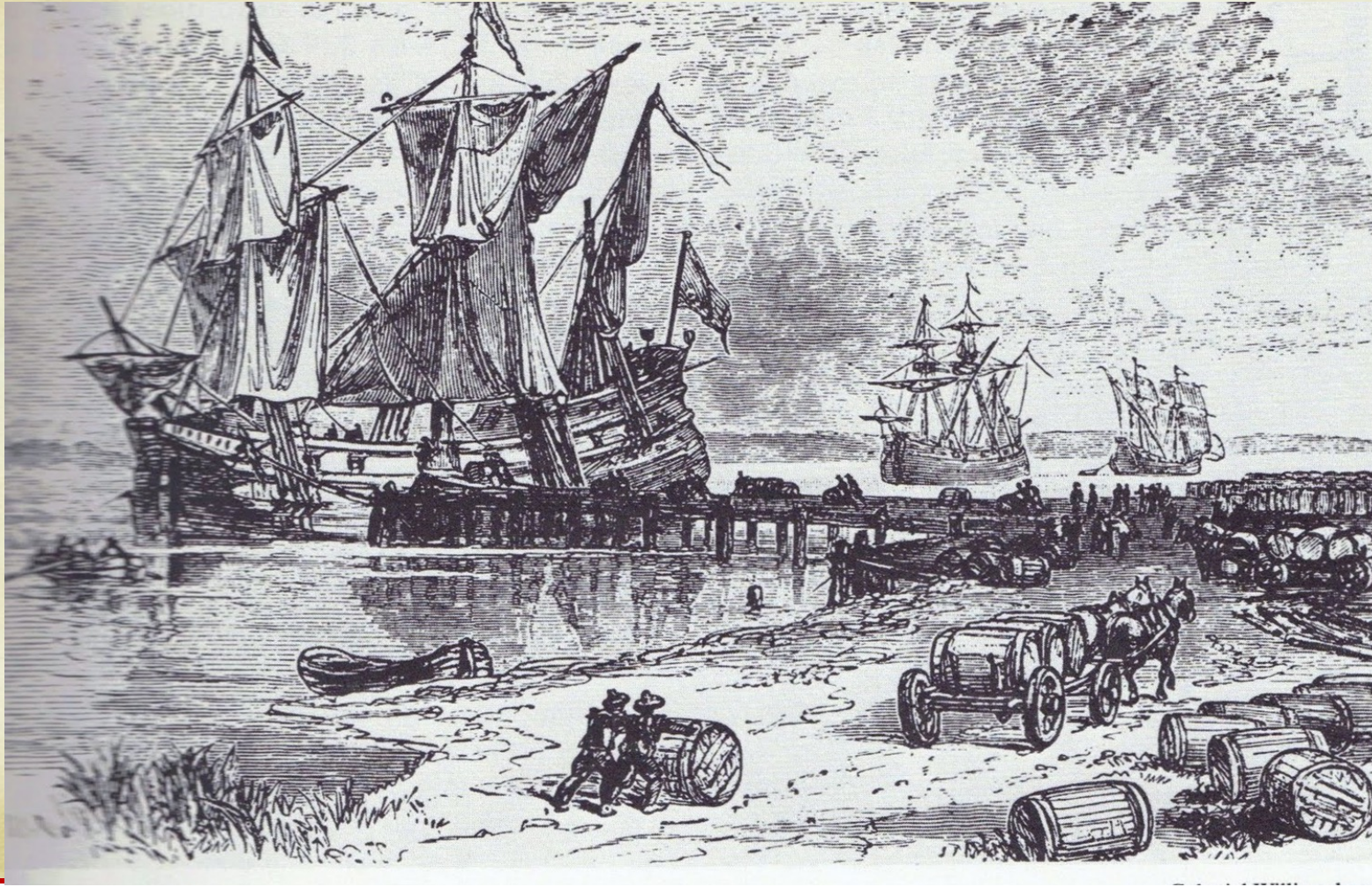
No. of Acres in the counties appraised for the years which follow

Year	Co.	W.	Ar.	Or.	Ar.	Or.	Ar.	Or.	Ar.	Or.
1788	60	25	20	70	30	11	11	60	90	
1789	60	25	20	70	30	11	11	60	90	
1790	60	25	20	70	30	11	11	60	90	
1791	60	25	20	70	30	11	11	60	90	
1792	60	25	20	70	30	11	11	60	90	
1793	60	25	20	70	30	11	11	60	90	
1794	60	25	20	70	30	11	11	60	90	
1795	60	25	20	70	30	11	11	60	90	
1796	60	25	20	70	30	11	11	60	90	
1797	60	25	20	70	30	11	11	60	90	

Course of Crops - Perry Plantation

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

Understood the Problems of Route to Market & Supply



- Washington also owned The Fairfax, renamed the Farmer, which shipped flour, and goods to Portugal and Jamaica

WASHINGTON: GREAT FINANCIAL & COMMERCIAL SENSE

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]

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GEORGE WASHINGTON
LEADERSHIP ★ INSTITUTE

Even Washington Faced Bad Press

“Will this monarchical farce
never end...”

- **Aurora newspaper,**
February 1793

“The patron of fraud – an
imposter”

- **Thomas Paine, 1798**

SETTING THE CONTEXT AND RELEVANCE



FLAWED AS A YOUTH

Overly ambitious, rash

Made many mistakes

LEARNED FROM HIS MISTAKES

Studied others & listened to mentors

Learned to control his ambition and energy

Developed great self-control, patience, and awareness

AN AVID LIFE-LONG LEARNER

The Importance of Integrating Strategy, Leadership and Management

GOOD STRATEGY + GOOD LEADERSHIP + GOOD MANAGEMENT = SUCCESS

Hard to overcome a bad strategy with good leadership and management

A good strategy fails without good leadership and management

Washington also understood the importance of his credibility

Became the most trusted person in America which was key to his success

WASHINGTON'S APPROACH TO STRATEGY

➤ 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

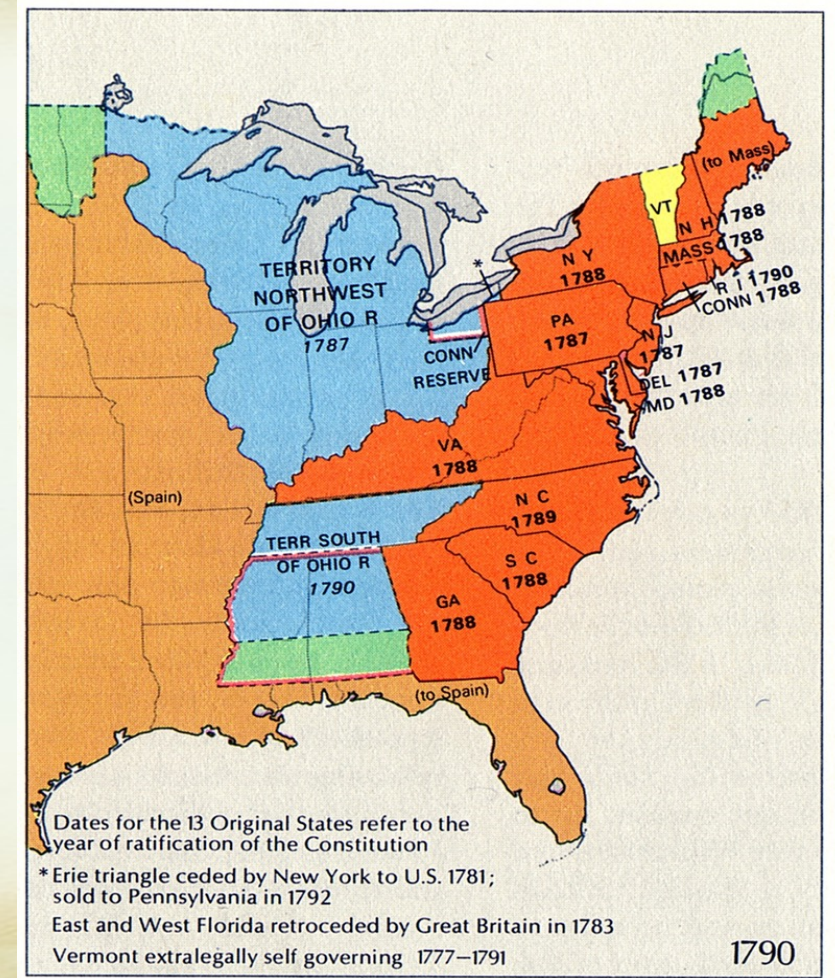
➤ Strategic Agility – Respond effectively to change or opportunity

Strategic Allocation – Resources are always scarce



Strategic Vision: Understand the real goal

- Win the War and have a united country
- Establish the principle of civilian control of the military



Strategic Vision: Understand the real goal

- Washington consistently considered the political, cultural, competitive, resource situation
- Faced huge army, complicated regional politics/culture, lack of resources, time constraints
- As first President had to bring different regions together/establish the presidency
- What are the key challenges you face?
 - *Difficulty of dealing with ever changing issues and constituent needs*
 - *Challenge of dealing with “too much data”*
 - *Changing regulations, state and federal mandates*
 - *The challenges of social media and the press*

Washington's Approach to Strategy

Strategic Vision – Integrate the mission with reality

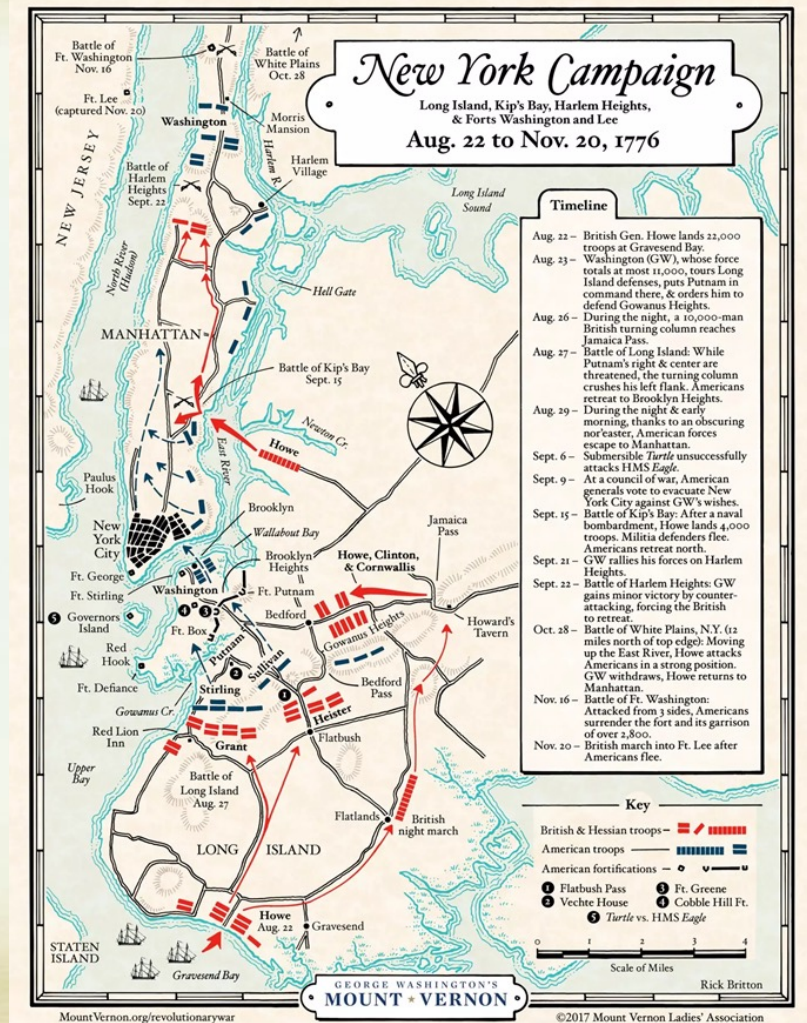
Strategic Planning – Set goals and relevant objectives

Strategic Execution – Commit to masterful execution

Strategic Patience – Pick the right moment for action

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Washington's Approach to Strategy

Strategic Vision – Integrate the mission with reality

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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



- *Train an army with little prior experience*

Washington's Approach to Strategy

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

“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 Patience – Stay focused on the key goals

- Stay the course in the face of challenges, expect difficulty, sell the idea
- Carefully obtain the resources, build a team, train, correct, feedback, adjust
- Maintain motivation by acknowledging accomplishment of established objectives
- Maintain personal and organization self-control
- Perseverance, perception, and patience are critical, this maintains resources
- But be prepared to capture opportunity
- Capture the best ideas, not every idea (follow the best leads, not every lead)

Washington's Approach to Strategy

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



Strategic Agility – Respond effectively to change, opportunity or need

- Strategic patience must be complimented by strategic agility
- Trenton, Yorktown were Washington's opportunities...what's yours?
- Rapid effective response to situational change, new technology, health crisis
- Creating the ability to deal with new challenges is imperative (constituent needs)
- Must have the capacity to identify and capture opportunity (new products/approaches)
- Listen, seek ideas – adjust to the new challenges
- A crisis/incident can be an opportunity
- Communicate, communicate, communicate

Washington's Approach to Strategy

Strategic Vision – Integrate the mission with reality

Strategic Planning – Set goals and relevant objectives

Strategic Execution – Commit to masterful execution

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Nathanael Greene



marquis de Lafayette

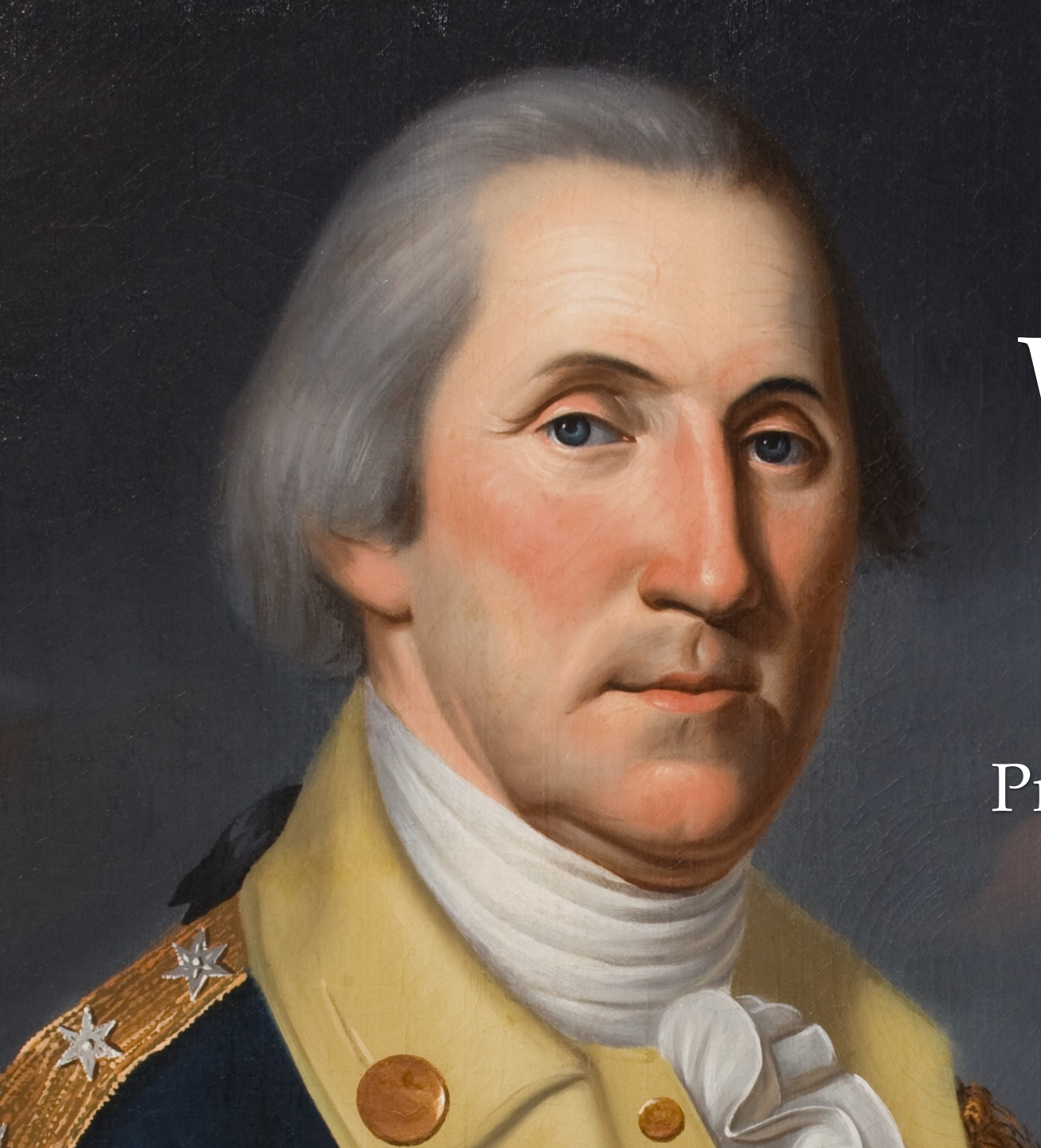


Henry Knox

- *Make difficult personal decisions with the mission first in mind*

Strategic Allocation – Be prepared to reallocate resources

- Resources are always scarce – time and talent especially
- Capturing opportunity requires rapid, thoughtful resource decisions (Washington crossing the Delaware)
- Washington committed 7500 troops to Yorktown
- Assess needs, fight for and allocate resource (your time) prudently
- Consider alternative resources (technologies) – listen, seek ideas
- Develop resources/backups/third parties
- Are adequate resources available for initiatives?
- Can you respond to constituent needs?



The Washington 24

Principles of Leadership and
Management
Integrated with Strategy

Personal Leadership Traits

- ★ Decisive – Understood how to make appropriate decisions.
- ★ Valued Intelligence – Gathered data/evidence and responded accordingly
- ★ Visibility – Recognized importance of leader's visibility, involvement and activity (how far out front)
- ★ Credibility – Trusted, had integrity, was ethical
- ★ Listened Well – Involved and respected subordinates and colleagues
- ★ Coach – Taught, rewarded, disciplined, made tough personnel decisions when necessary
- ★ Self-Control – Had great personal self-control and discipline



Team Leadership/Team Building

- ★ Motivation – understood the fundamentals of situational leadership
- ★ Motivating the organization – the team, the individual
- ★ Demonstrated courage – determination, persistence, fairness
- ★ Team building – understood team dynamics, encouraged collaboration
- ★ Delegated – empowered, revisited, supervised
- ★ Great communicator – communicated effectively at all levels, praised accurately
- ★ Perceptive – picked up on organizational nuance



Management

- ★ Manages differences within the team and internal competitiveness
 - Hamilton, Jefferson, Adams
- ★ Masterful execution (ensures effective execution, supervises, pays attention to critical details)
 - Detailed letters to Congress
- ★ Manages well (sets priorities, plans, staffs, resources, organizes, supervises, communicates, praises)
 - Developed Nathaniel Greene and Alexander Hamilton
- ★ Establishes measurements, quantified, qualified, timeliness
- ★ Solves problems, finds practical solutions
 - Valley Forge Marketplace



Strategic Integration

- ★ Effectively identified and articulated vision and strategy: set goals, defined objectives, maintained focus
- ★ Understood the difference between strategy and tactics and responded accordingly
- ★ Was situational, flexible and agile, captured opportunity
- ★ Effectively represented and advocated for the team and the mission in the face of adversity
- ★ Fundamentally optimistic, positive and determined about the mission and the goals





DISCUSSION