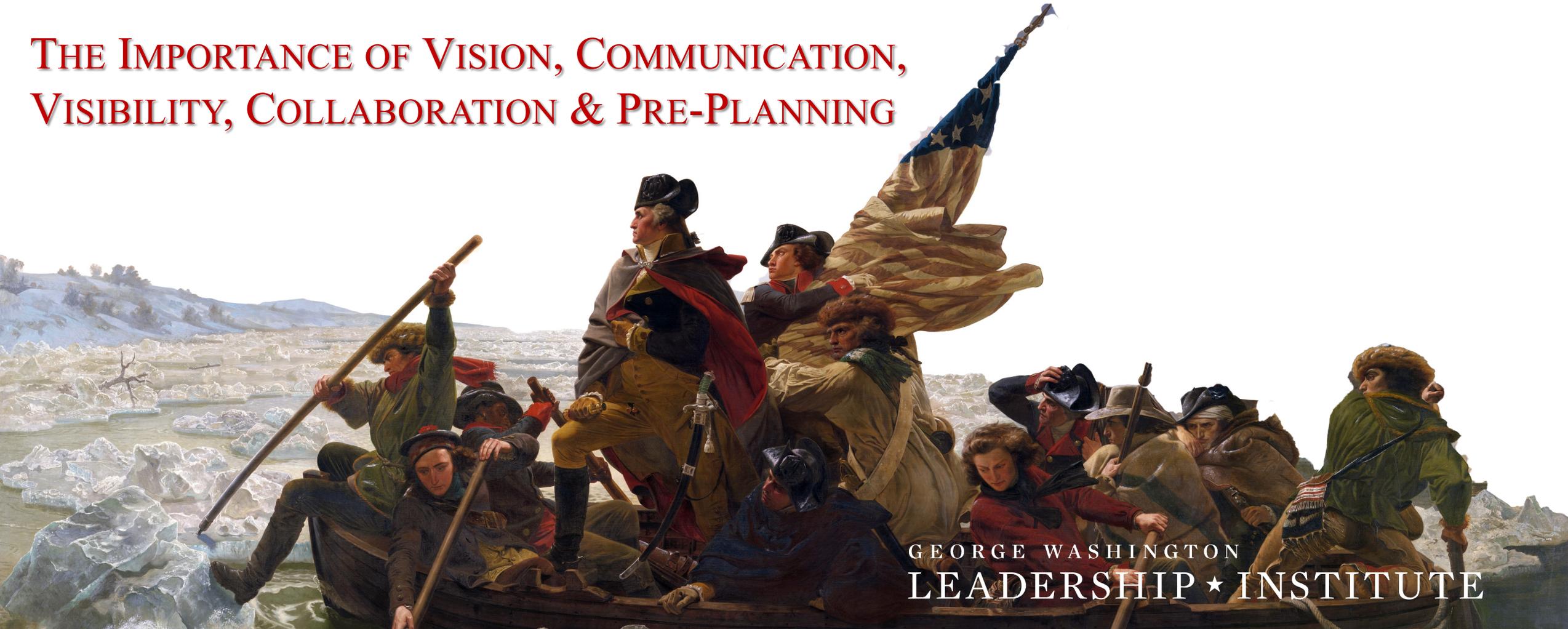


NCACC ANNUAL CONFERENCE

WASHINGTON, LINCOLN, ROOSEVELT, CHURCHILL:
A STRATEGIC APPROACH TO LEADING THROUGH CRISIS

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



GEORGE WASHINGTON
LEADERSHIP ★ INSTITUTE

First job: Surveyor of Culpeper County



WASHINGTON THE ENTREPRENEUR AND BUSINESSMAN



George Washington's Gristmill



Distillery



16-Sided Barn

Washington and Hamilton Created our Commercial Financial System

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

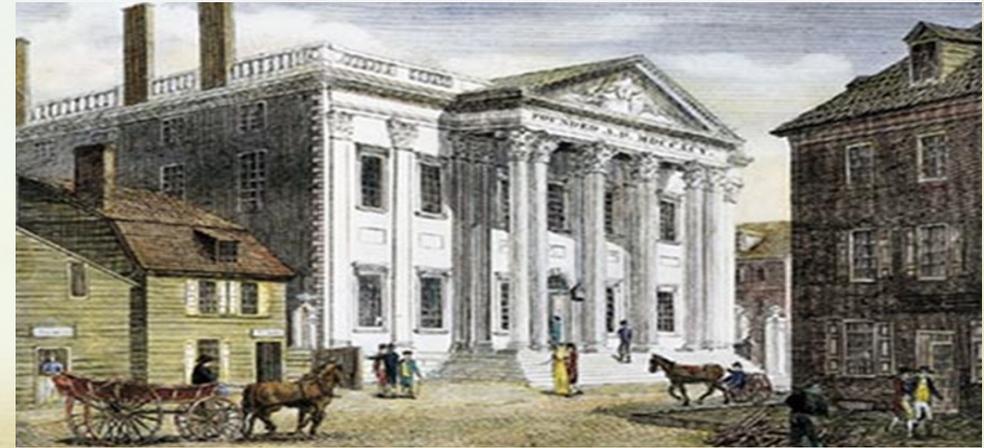
The Bill for extending the time of opening subscriptions passed yesterday unanimously to an order for engrossing.²

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'S FOCUS ON CIVILITY

Farewell address 1796

“The alternate **domination of one faction over another, sharpened by the spirit of revenge, natural to party dissension**, which in different ages and countries has perpetrated the most horrid enormities, is itself a frightful despotism.”

Personal letter 1795

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

Farewell address 1796

“However combinations or associations are likely, in the course of time and things, to become potent engines, by which **cunning, ambitious and unprincipled men will be enabled to subvert the power of the people.**”

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

WASHINGTON: EXPERIENCED IN CRISIS & FAILURE



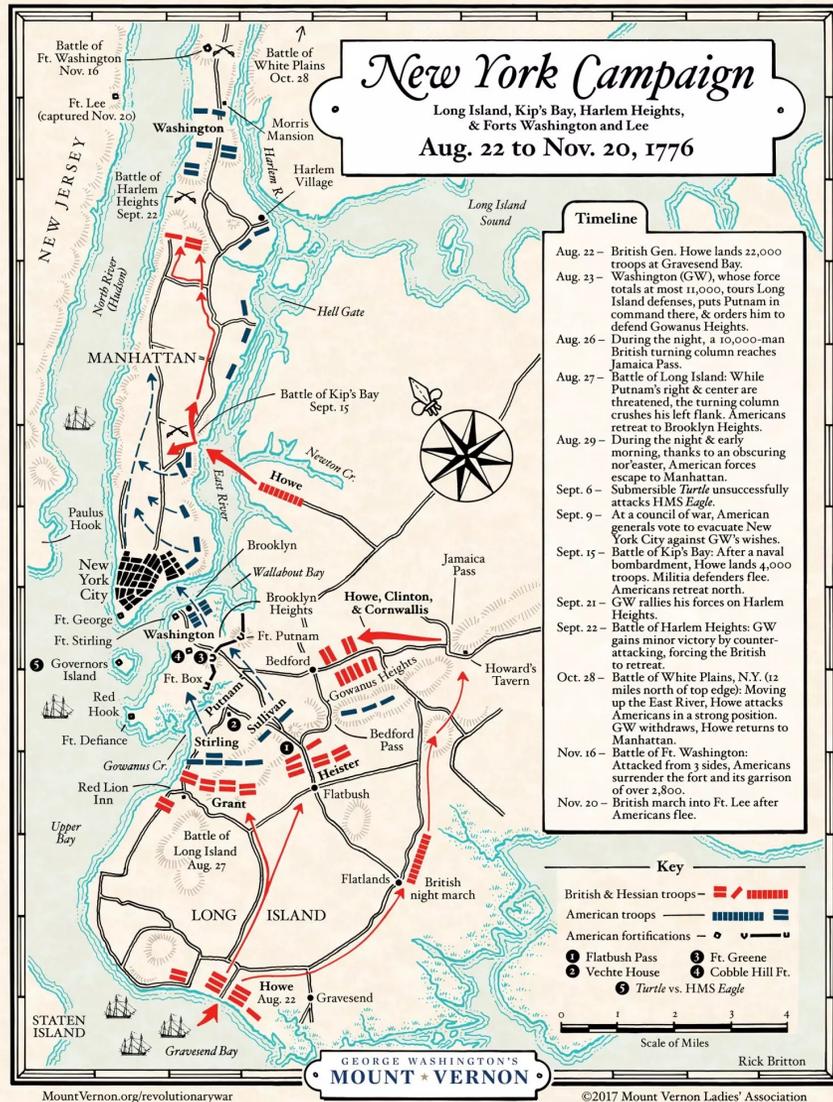
July 9, 1755

Washington salvages the Braddock ambush.

WASHINGTON: EXPERIENCED IN CRISIS & TROUBLE

August 1776

British attacked with overwhelming force. Washington forced to conduct a orderly retreat and begin to use time and space as a strategic advantage.



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

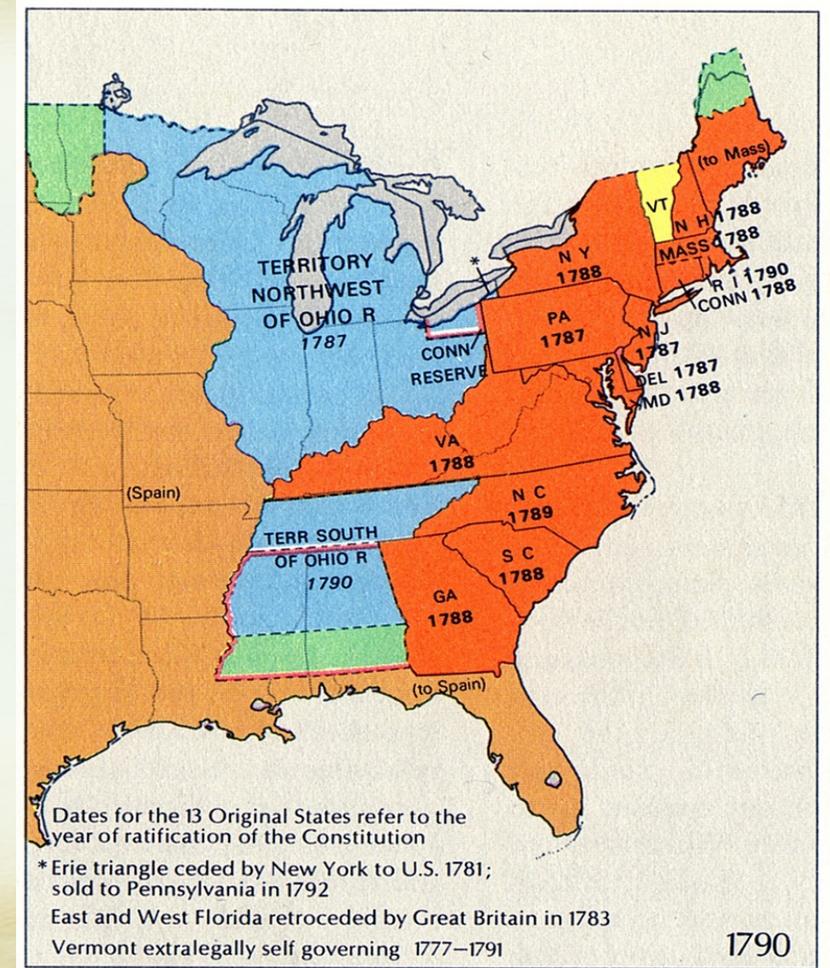
➤ Strategic Agility – Respond effectively to change or opportunity

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



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 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



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

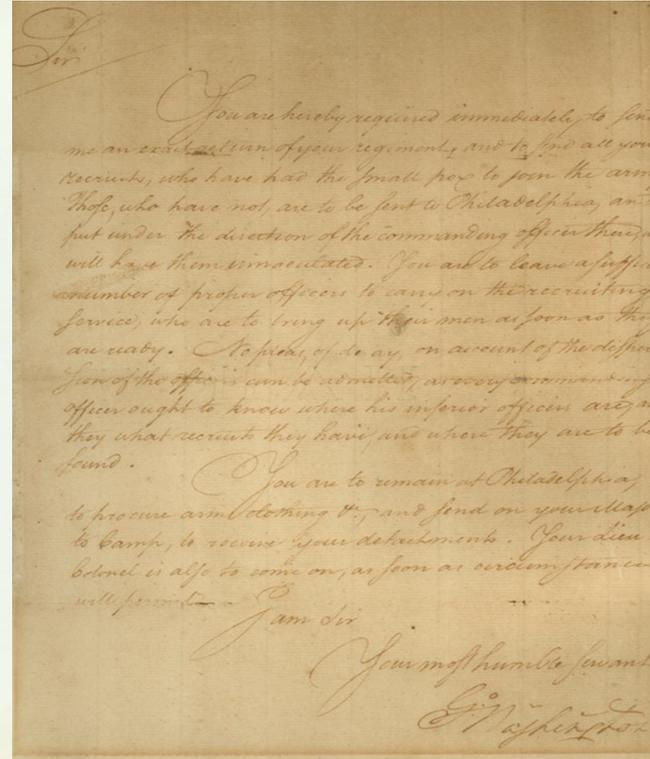
- Early effort to control anxiety, fear
- Effective communication: frank but positive
- Visibility, resolve, and determination
- An initial plan – demonstrated an early way forward
- Long term plan – coupled with persistence
- Pre-planning essential when possible
- Forged collaboration and team work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

Crisis – Understanding, Controlling, Channeling Anxiety and Fear

- Anxiety and fear must be acknowledged and dealt with
- Armed conflict/disease/natural disasters/financial crash
- All cause initial fear, anxiety, even panic
- Uncontrollable fear and panic can cause chaos
- 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
- What risks/dangers did Americans face during the Revolution?
- What risks/dangers do we face today?



Washington ordered small pox inoculations for Army



COVID-19 changed every day life

Crisis – Understanding, Controlling, Channeling Anxiety and Fear

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

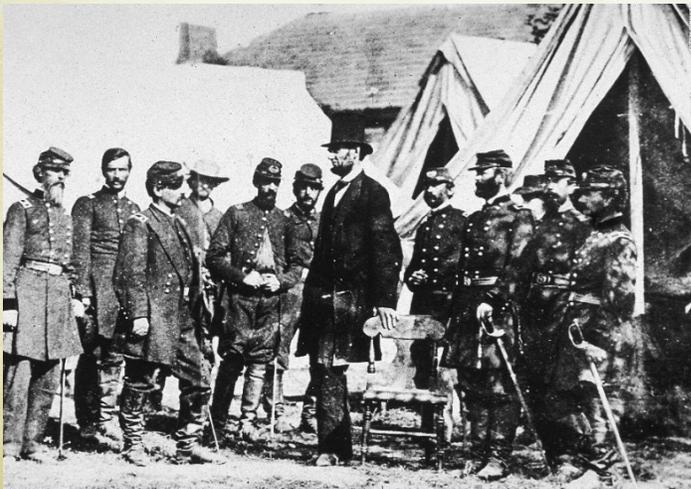
Communication and Visibility



**Washington at
Valley Forge**



**Roosevelt's
Fireside Chats**



**Lincoln Early
in the Civil
War**



**Churchill
Addresses Britain**

COMMUNICATION ESSENTIAL TO LEADING/MANAGING CRISES

All four utilized many forms of communication

Highly visible when required

Adjusted to their audience and the situation

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

All Great listeners – hear all sides, create an aura of fairness/gravitas

Persuasive in quiet conversations/avoided public confrontation

Over-communicating ,publically, likely required

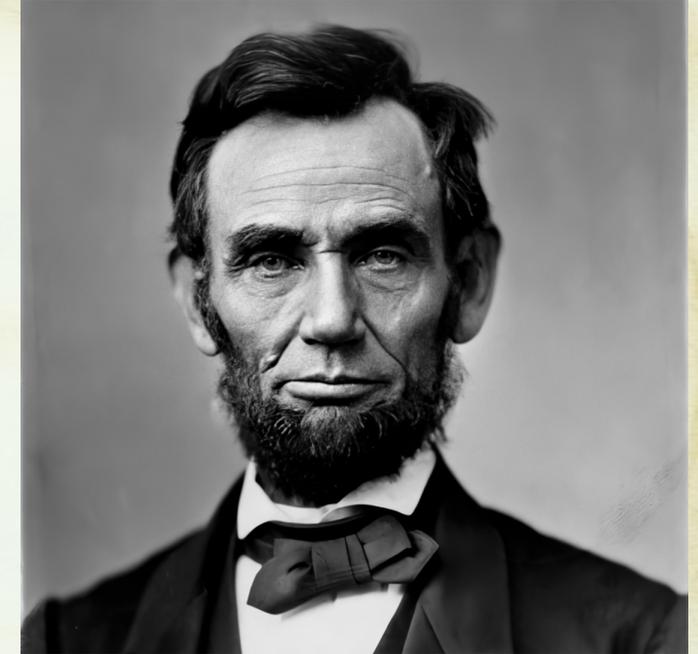
Great Leaders Manifest Resolve and Determination



"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."

WASHINGTON: RESOLVE AND DETERMINATION IN CRISIS

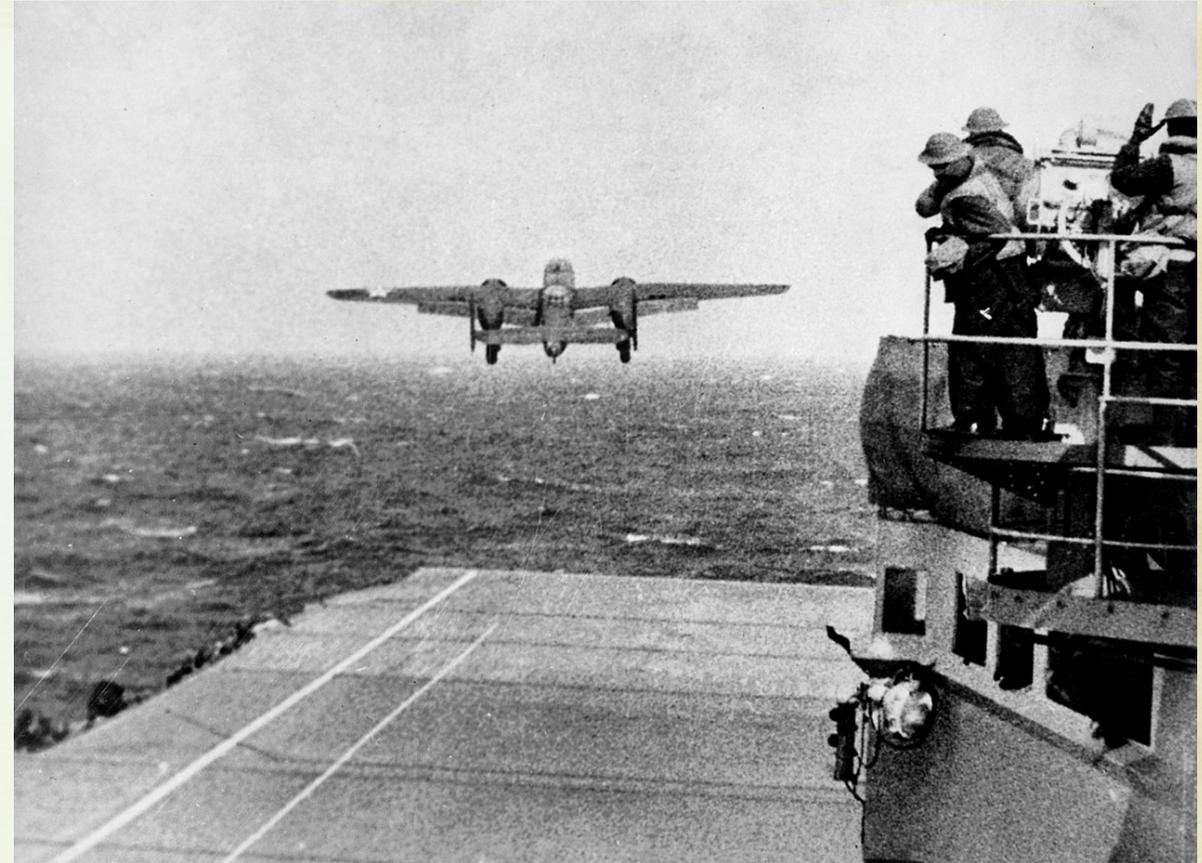
Whiskey Rebellion:

By 1794, the Whiskey Rebellion threatened the stability of the nascent United States. President Washington personally led the United States militia westward to stop the rebels.



An Initial Plan – Early Action Important

- 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.

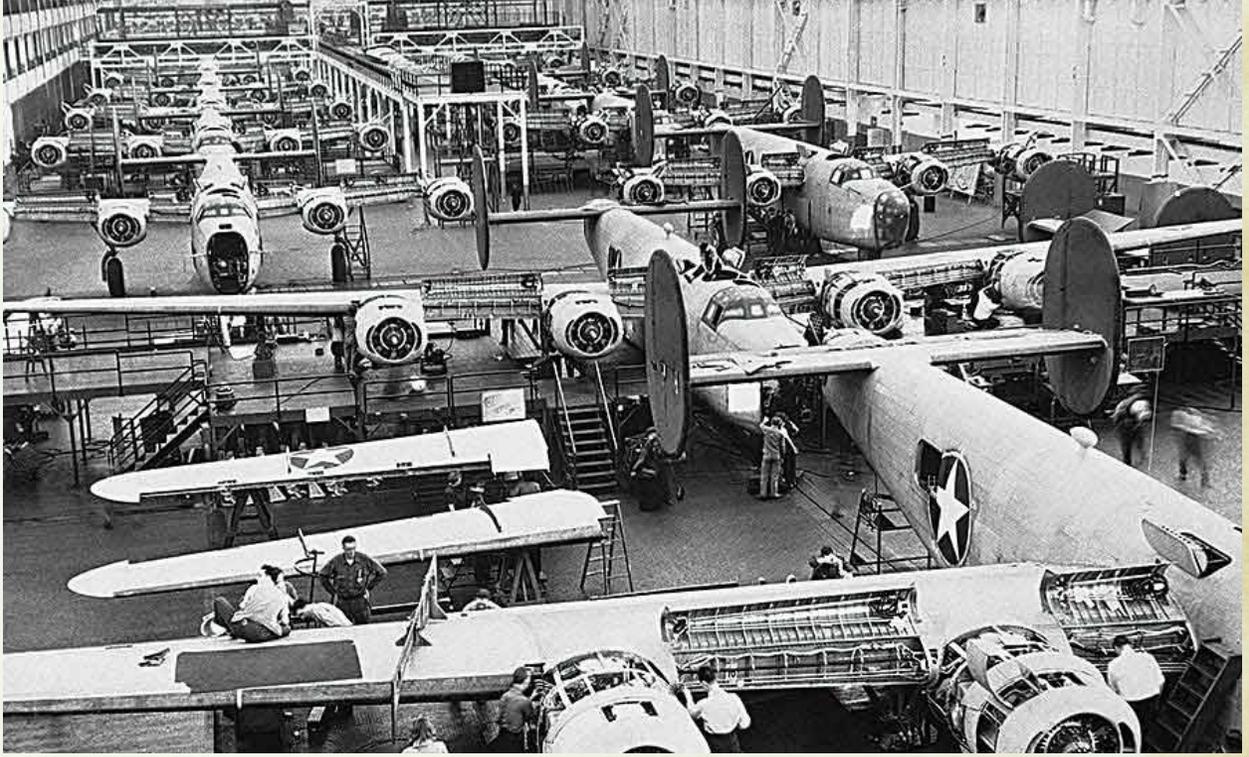
Long Term Plan – Essential but Harder

- Requires:
 - Accurate data/intelligence (what and how big is the problem?)
 - Strategic vision, planning, patience, and agility
 - Persistence and determination
 - Real collaboration, consensus, and teamwork
 - Constant communication, persuasion, and credibility

Preparing for Long-Term Response

P	Q	R	S	T	U
hilt	484	quack	532	rebellion	581
hilted	485	quack	532	reduction	582
hilted	486	quack	532	romantic	583
hilted	487	quack	532	romantic	584
hilted	488	quack	532	romantic	585
hilted	489	quack	532	romantic	586
hilted	490	quack	532	romantic	587
hilted	491	quack	532	romantic	588
hilted	492	quack	532	romantic	589
hilted	493	quack	532	romantic	590
hilted	494	quack	532	romantic	591
hilted	495	quack	532	romantic	592
hilted	496	quack	532	romantic	593
hilted	497	quack	532	romantic	594
hilted	498	quack	532	romantic	595
hilted	499	quack	532	romantic	596
hilted	500	quack	532	romantic	597
hilted	501	quack	532	romantic	598
hilted	502	quack	532	romantic	599
hilted	503	quack	532	romantic	600
hilted	504	quack	532	romantic	601
hilted	505	quack	532	romantic	602
hilted	506	quack	532	romantic	603
hilted	507	quack	532	romantic	604
hilted	508	quack	532	romantic	605
hilted	509	quack	532	romantic	606
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hilted	511	quack	532	romantic	608
hilted	512	quack	532	romantic	609
hilted	513	quack	532	romantic	610
hilted	514	quack	532	romantic	611
hilted	515	quack	532	romantic	612
hilted	516	quack	532	romantic	613
hilted	517	quack	532	romantic	614
hilted	518	quack	532	romantic	615
hilted	519	quack	532	romantic	616
hilted	520	quack	532	romantic	617
hilted	521	quack	532	romantic	618
hilted	522	quack	532	romantic	619
hilted	523	quack	532	romantic	620
hilted	524	quack	532	romantic	621
hilted	525	quack	532	romantic	622
hilted	526	quack	532	romantic	623
hilted	527	quack	532	romantic	624
hilted	528	quack	532	romantic	625
hilted	529	quack	532	romantic	626
hilted	530	quack	532	romantic	627
hilted	531	quack	532	romantic	628

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 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:

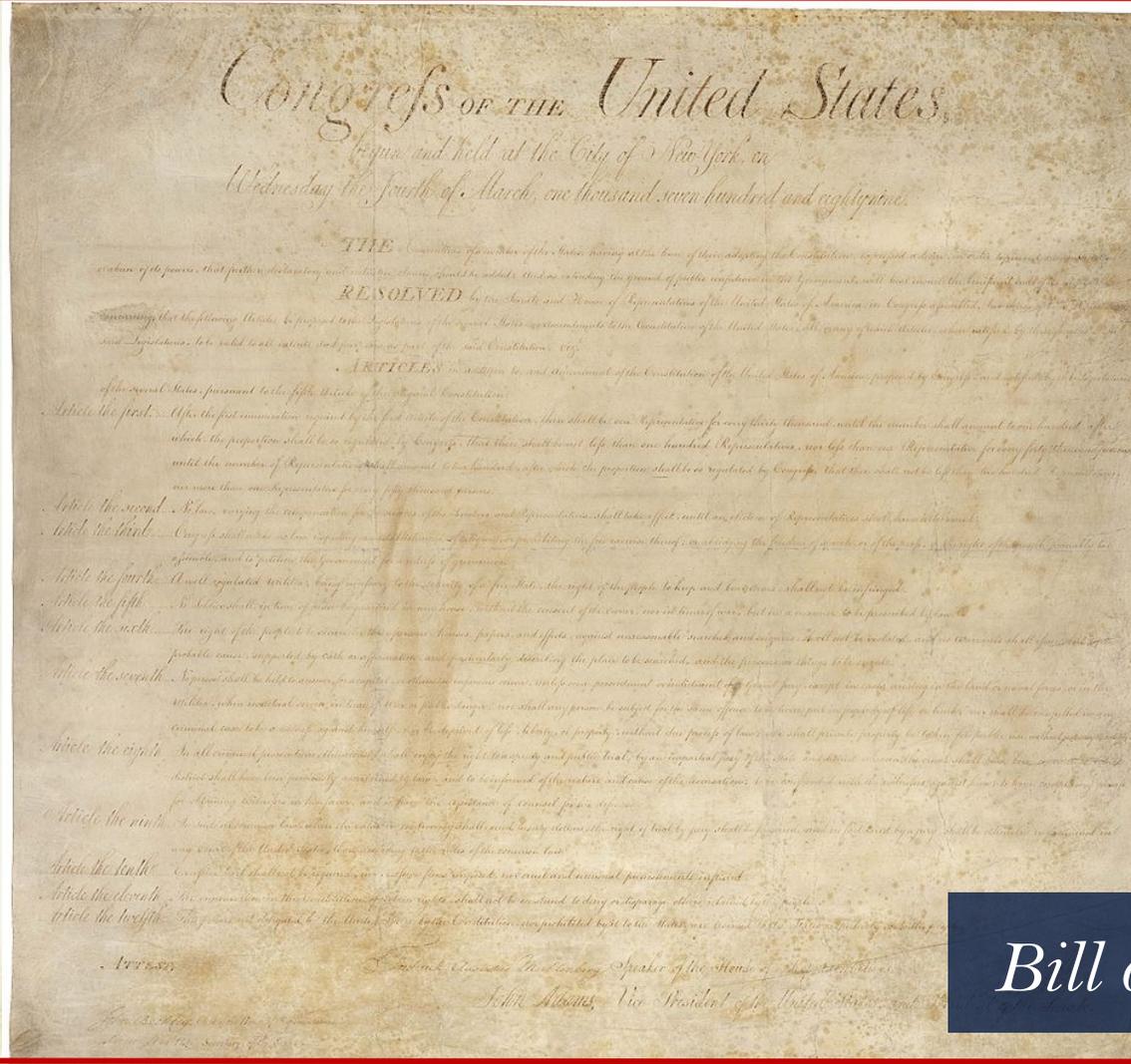
- **Military Collaboration** – Washington/Rochambeau decision to attack Yorktown
- **Legislative Collaboration** – Constitution/Bill of Rights
- **Political Collaboration** – Washington DC/National Bank
- **Quiet Collaboration** – Washington's daily dinners during the Constitutional Convention

YORKTOWN: COLLABORATION REQUIRES LISTENING AND TRUST

Washington
consults with
French General
Rochambeau –
Trust across
cultural
differences

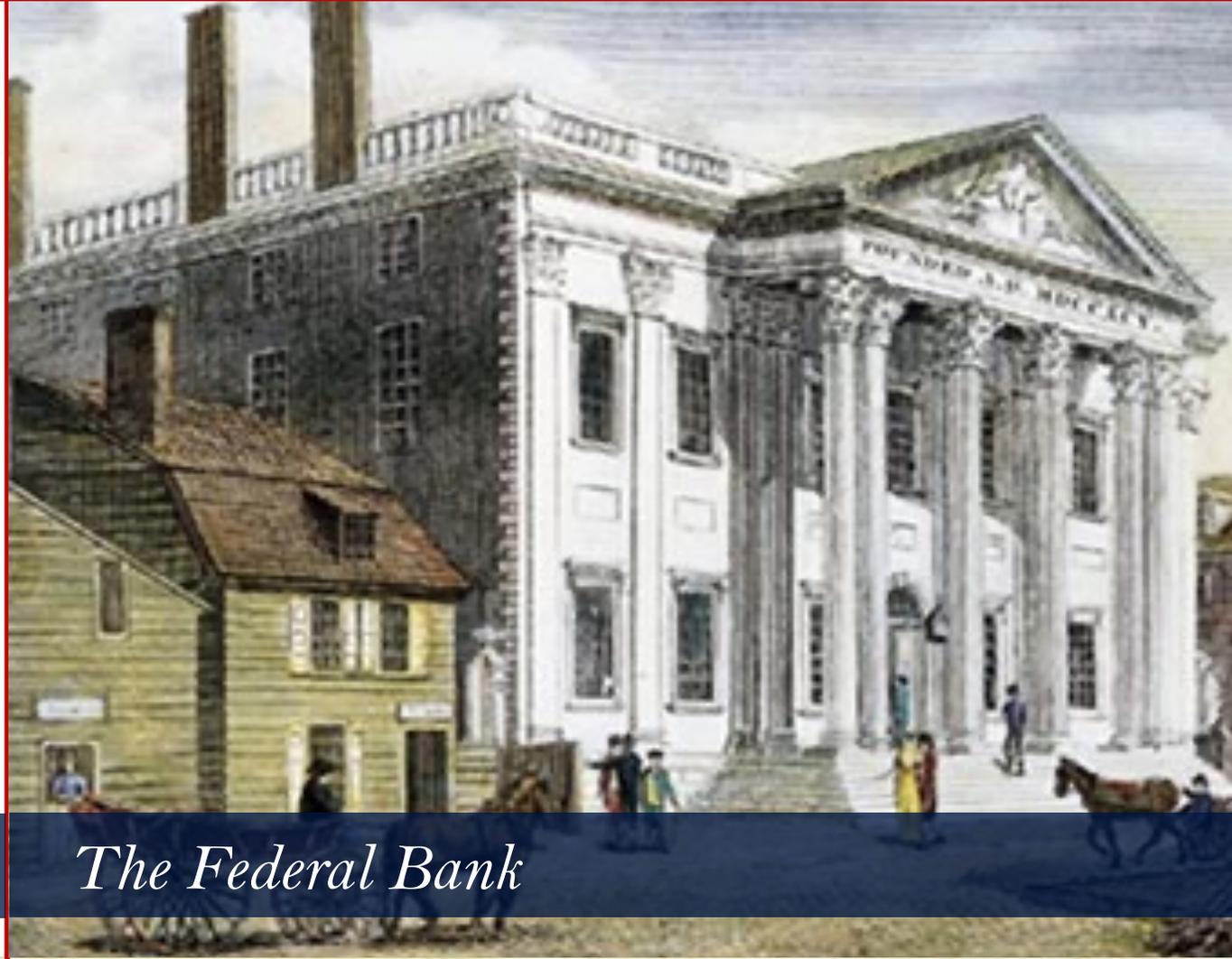
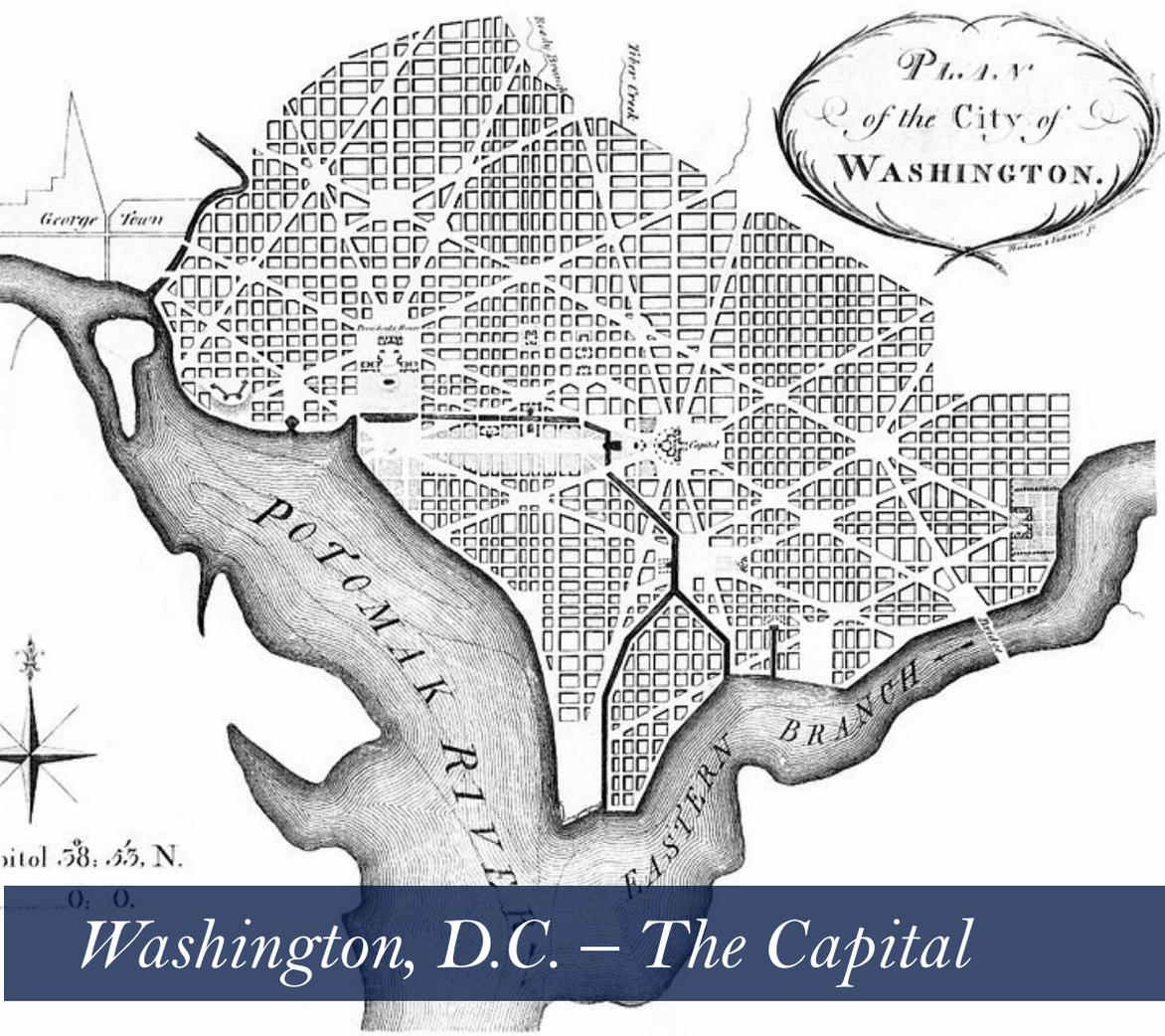


COLLABORATION REQUIRES UNDERSTANDING, TRUST, AND ACCURATE PERCEPTION – POLITICAL, CULTURAL, SOCIETAL



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 CRISES

- **Strategic vision** should anticipate potential crisis – many examples
- Anticipate likely crises – armed conflict, natural disasters, pandemics, etc.
 - Pre-planned hurricane evacuation routes
 - Rapid response oil spill environmental teams
 - Stock piles of supplies, road salt, sand, plows
 - Response to loss of electrical grid/power
- Prepare for both long-term and short-term crisis response

STRATEGIC PLANNING SHOULD ADDRESS LIKELY CRISES

- Build teams, designate crisis leaders, regularly update
- Conduct drills, be serious about stress tests
- Capture lessons learned from present crisis
 - Practice working remotely
 - Be specific to your industry
 - Consider social issues – child care, health care, etc.
 - Consider financial options – furloughs, loans, etc.

DETERMINATION – CHURCHILL – MAY 1940

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



THANK YOU