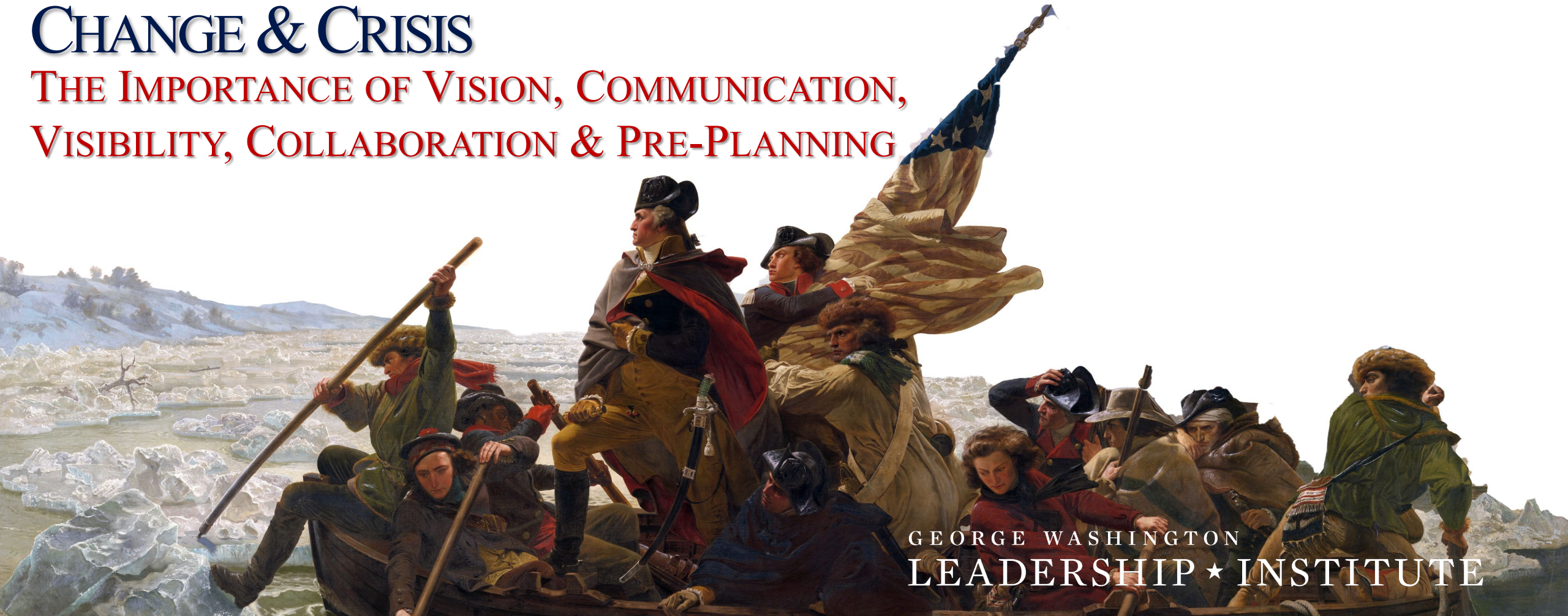


# MICHIGAN ASSOCIATION OF COUNTIES

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

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

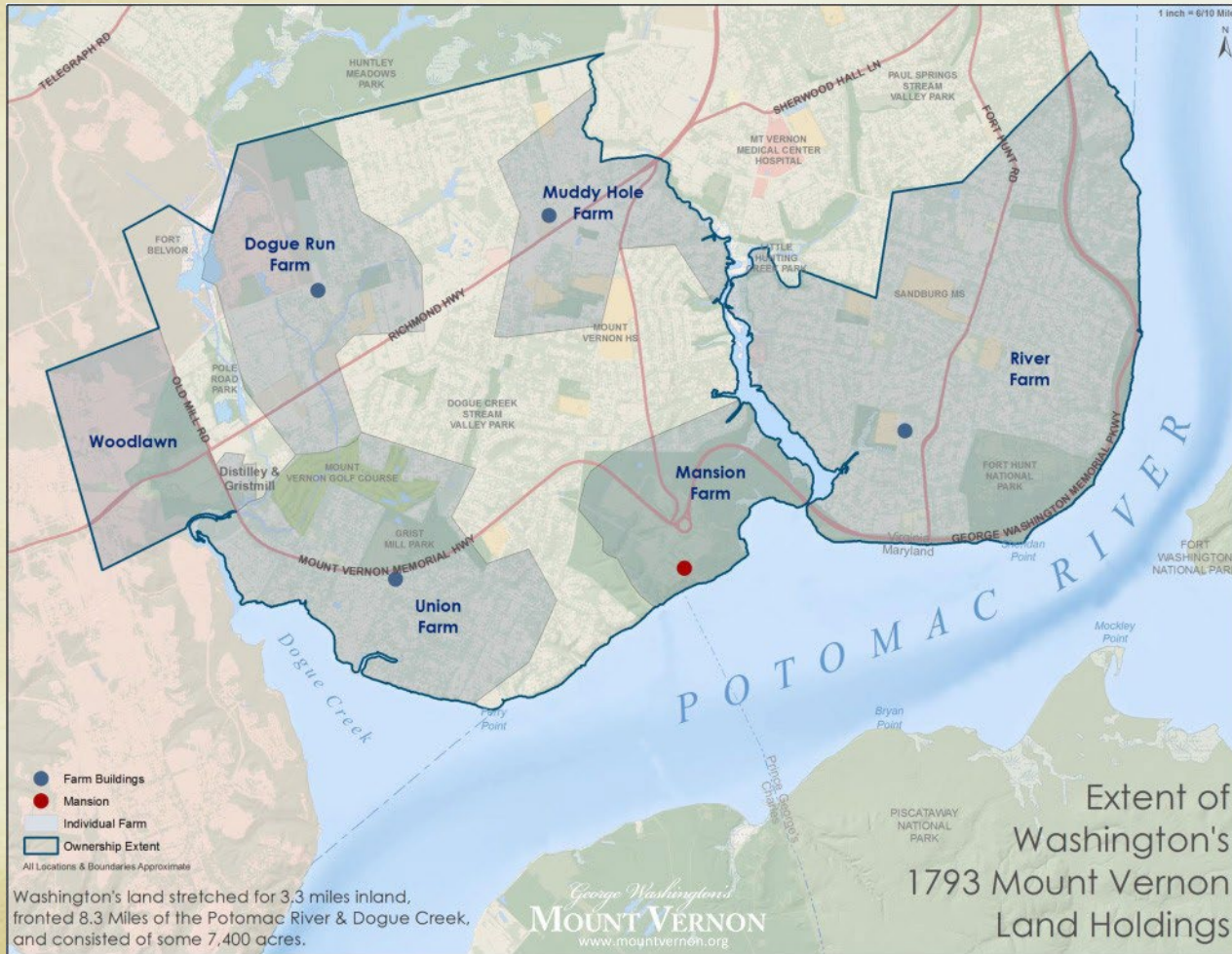


GEORGE WASHINGTON  
LEADERSHIP ★ INSTITUTE

# First job: Surveyor of Culpeper County



# Washington the Farmer



*32 1/2 acres circle of crop land*

*60 acres*

*60 acres*

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# 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*

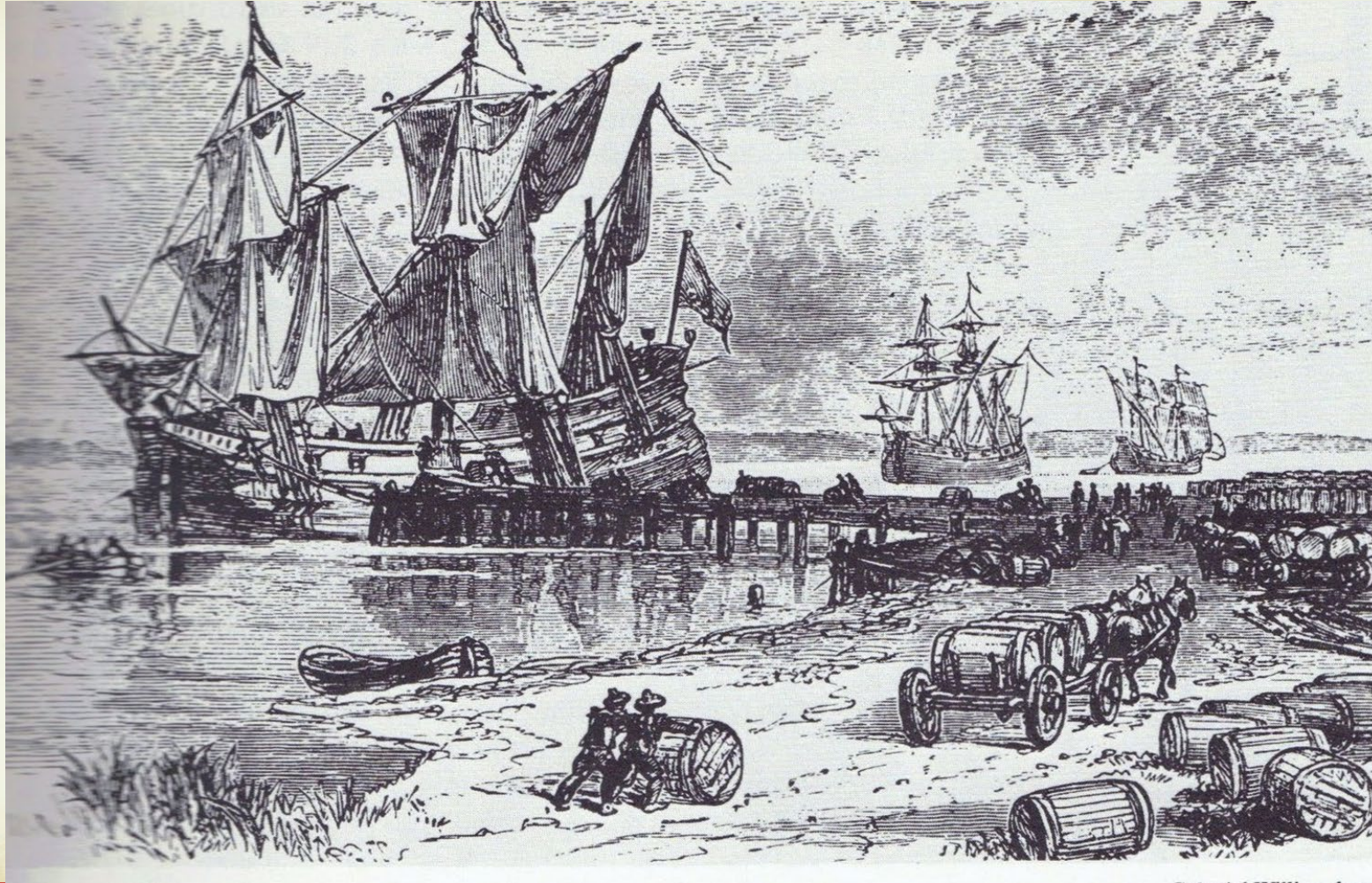


*Distillery*



*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.<sup>1</sup>

The constitutionality of it is objected to. It therefore becomes more particularly my duty to examine the ground on w<sup>ch</sup>. 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.<sup>2</sup>

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.

<sup>1</sup> "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).

<sup>2</sup> 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.<sup>1</sup>

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

LB, DLC:GW.

<sup>1</sup> See GW to Hamilton, 16 Feb. 1791.

<sup>2</sup> 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]

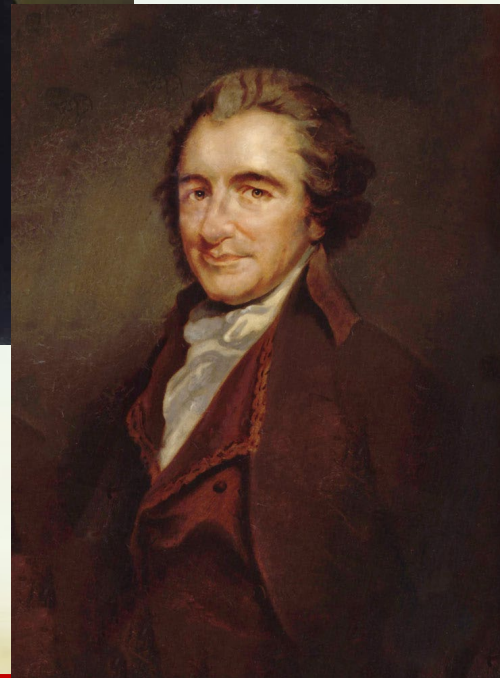
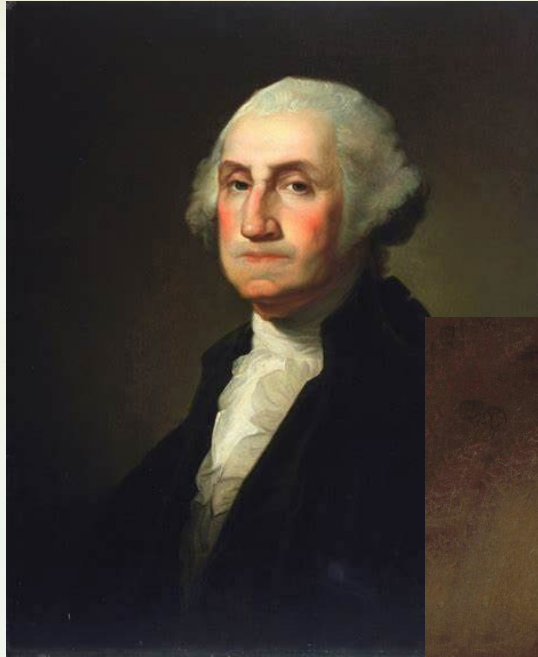
Original source: Presidential Series (24 September 1788–31 March 1795), Volume 7 (1 December 1790–21 March 1791)



# 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**

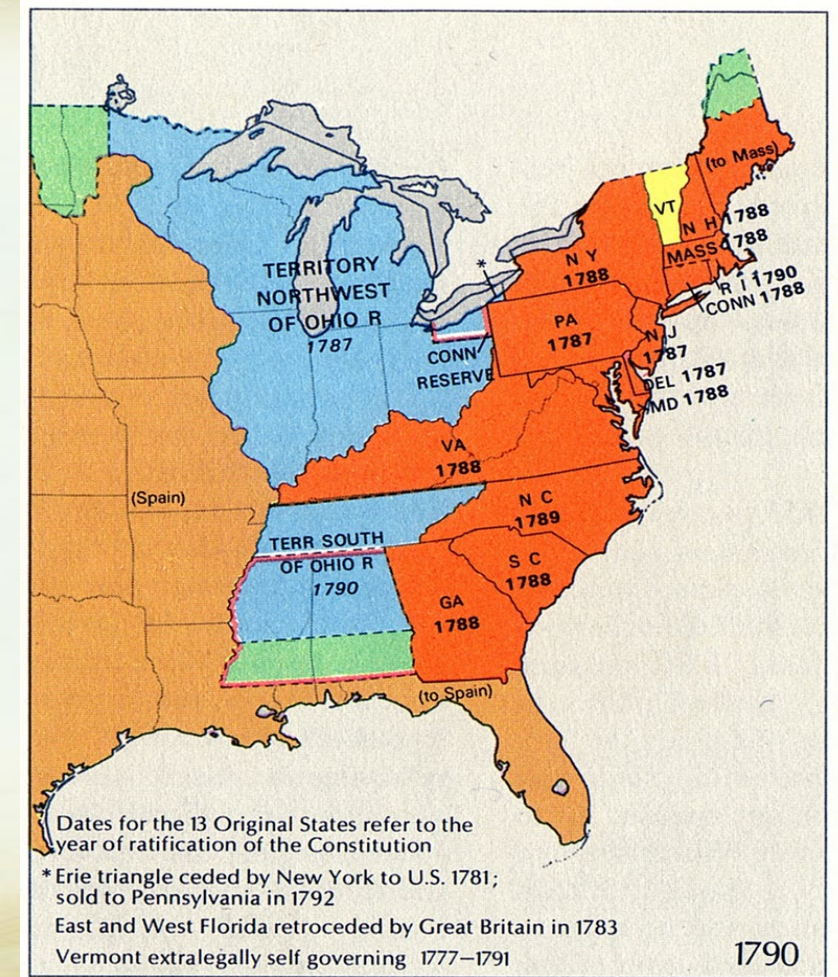
➤ **Strategic Agility – Respond effectively to change or opportunity**

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



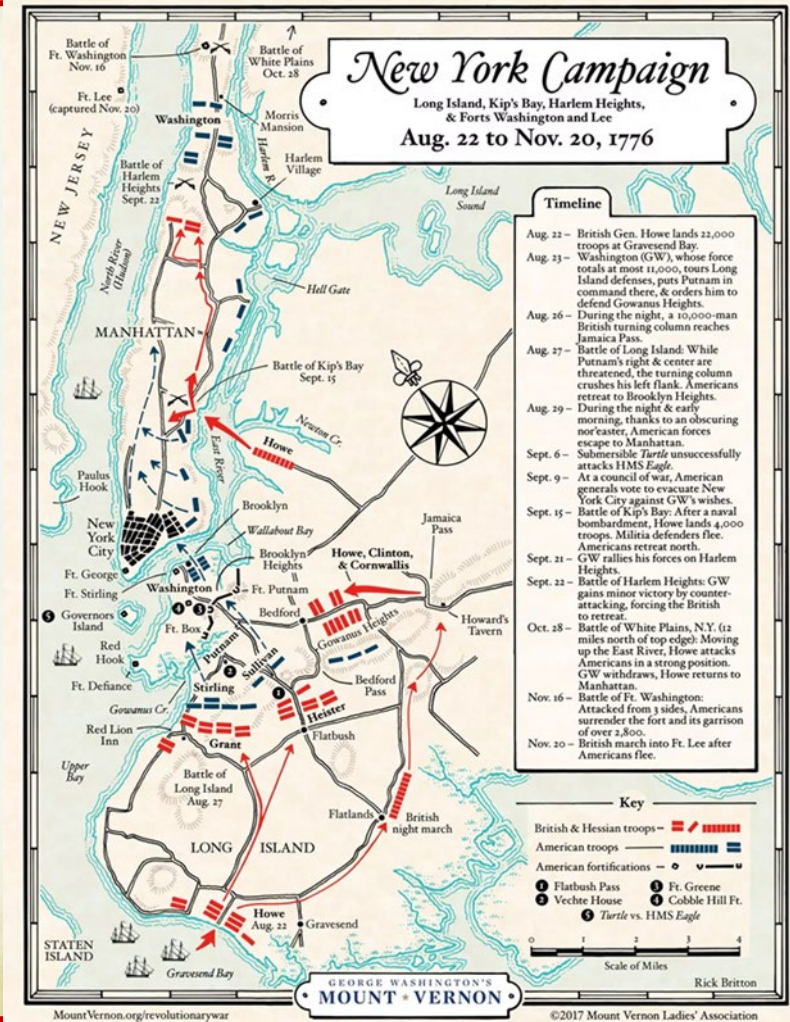
- *Employs a “Fabian strategy” trading space for time*

# 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

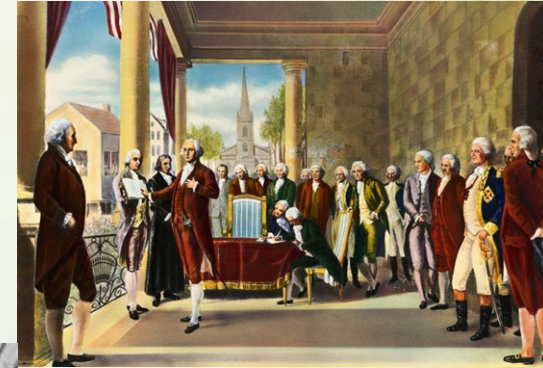




# CHANGE AND CRISIS HAVE MUCH IN COMMON

- 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

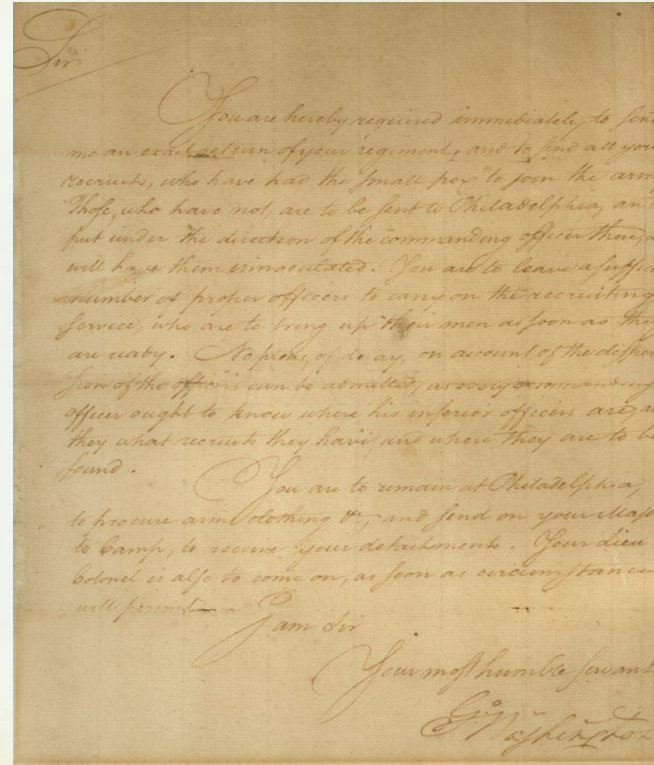
# Change & Crisis – Understanding, Controlling, Channeling Anxiety and Fear

- 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

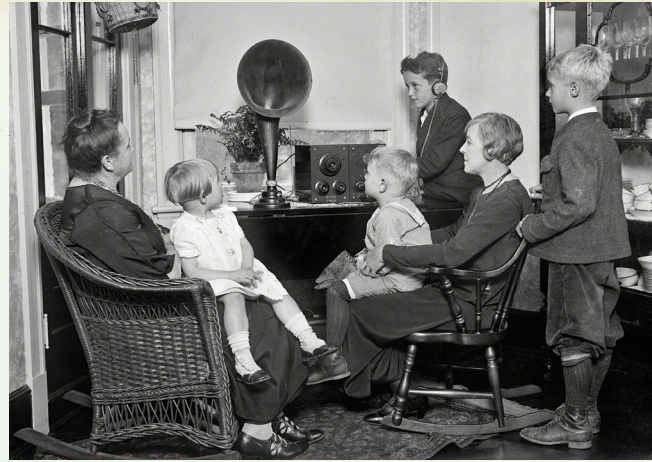
- Misinformation spreads rapidly
- The communicator's credibility and tone are important
- Reliable/accurate information essential
- Early proactive action is crucial
- Visible leadership necessary



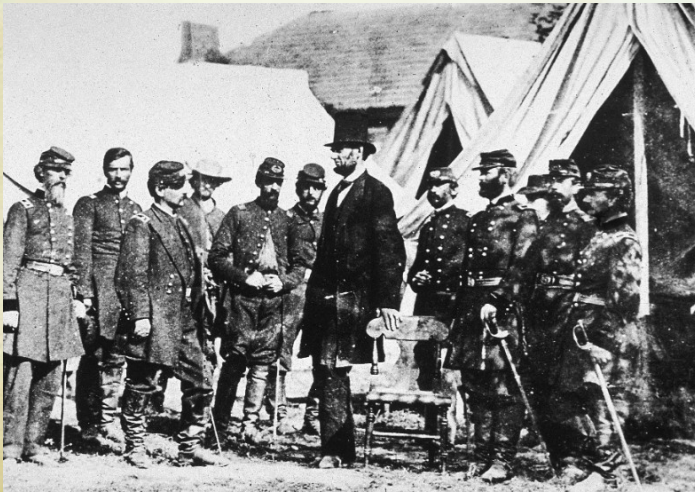
# Visibility as Communication Essential to Managing Change and Crisis



**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."

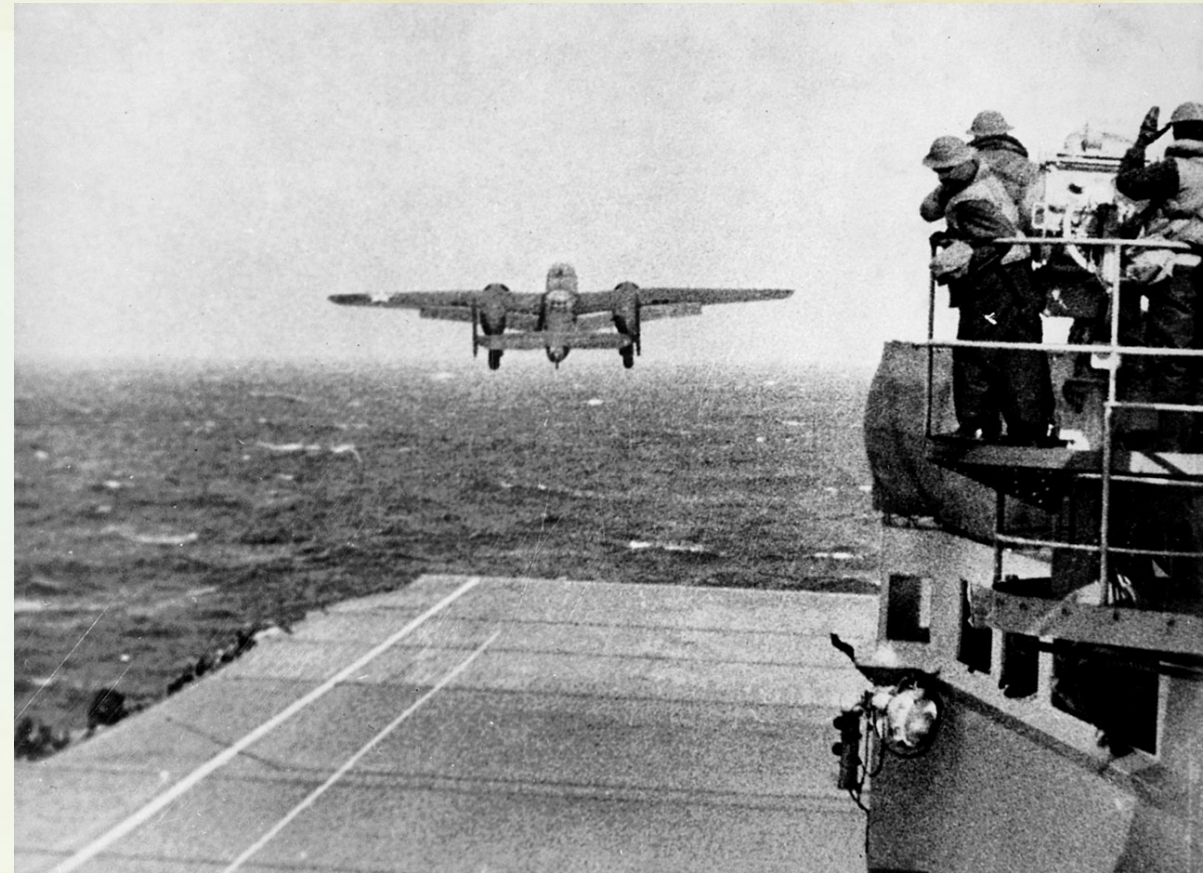


# DETERMINATION – CHURCHILL

“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.

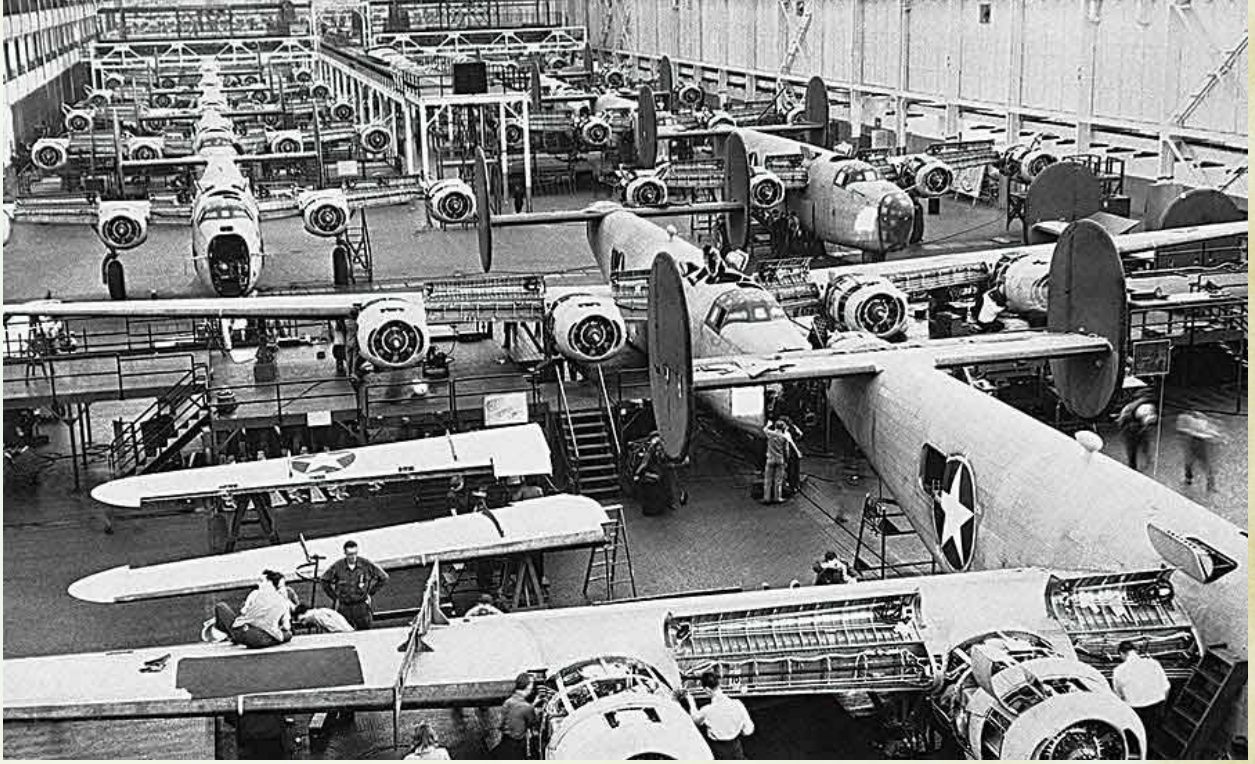
# Long Term Plan – Essential but Harder

- 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

P	Q	R	S	T	U
hilt... 484	quail... 532	rebellion... 581	king... 629	uncommon... 676	
hilt... 485	quail... 533	reduction... 582	king... 630	unfriendly... 677	
hilt... 486	quail... 534	romantic... 583	king... 631	unfriendly... 678	
hilt... 487	quail... 535	romantic... 584	king... 632	unfriendly... 679	
hilt... 488	quail... 536	romantic... 585	king... 633	unfriendly... 680	
hilt... 489	quail... 537	romantic... 586	king... 634	unfriendly... 681	
hilt... 490	quail... 538	romantic... 587	king... 635	unfriendly... 682	
hilt... 491	quail... 539	romantic... 588	king... 636	unfriendly... 683	
hilt... 492	quail... 540	romantic... 589	king... 637	unfriendly... 684	
hilt... 493	quail... 541	romantic... 590	king... 638	unfriendly... 685	
hilt... 494	quail... 542	romantic... 591	king... 639	unfriendly... 686	
hilt... 495	quail... 543	romantic... 592	king... 640	unfriendly... 687	
hilt... 496	quail... 544	romantic... 593	king... 641	unfriendly... 688	
hilt... 497	quail... 545	romantic... 594	king... 642	unfriendly... 689	
hilt... 498	quail... 546	romantic... 595	king... 643	unfriendly... 690	
hilt... 499	quail... 547	romantic... 596	king... 644	unfriendly... 691	
hilt... 500	quail... 548	romantic... 597	king... 645	unfriendly... 692	
hilt... 501	quail... 549	romantic... 598	king... 646	unfriendly... 693	
hilt... 502	quail... 550	romantic... 599	king... 647	unfriendly... 694	
hilt... 503	quail... 551	romantic... 600	king... 648	unfriendly... 695	
hilt... 504	quail... 552	romantic... 601	king... 649	unfriendly... 696	
hilt... 505	quail... 553	romantic... 602	king... 650	unfriendly... 697	
hilt... 506	quail... 554	romantic... 603	king... 651	unfriendly... 698	
hilt... 507	quail... 555	romantic... 604	king... 652	unfriendly... 699	
hilt... 508	quail... 556	romantic... 605	king... 653	unfriendly... 700	
hilt... 509	quail... 557	romantic... 606	king... 654	unfriendly... 701	
hilt... 510	quail... 558	romantic... 607	king... 655	unfriendly... 702	
hilt... 511	quail... 559	romantic... 608	king... 656	unfriendly... 703	
hilt... 512	quail... 560	romantic... 609	king... 657	unfriendly... 704	
hilt... 513	quail... 561	romantic... 610	king... 658	unfriendly... 705	
hilt... 514	quail... 562	romantic... 611	king... 659	unfriendly... 706	
hilt... 515	quail... 563	romantic... 612	king... 660	unfriendly... 707	
hilt... 516	quail... 564	romantic... 613	king... 661	unfriendly... 708	
hilt... 517	quail... 565	romantic... 614	king... 662	unfriendly... 709	
hilt... 518	quail... 566	romantic... 615	king... 663	unfriendly... 710	
hilt... 519	quail... 567	romantic... 616	king... 664	unfriendly... 711	
hilt... 520	quail... 568	romantic... 617	king... 665	unfriendly... 712	
hilt... 521	quail... 569	romantic... 618	king... 666	unfriendly... 713	
hilt... 522	quail... 570	romantic... 619	king... 667	unfriendly... 714	
hilt... 523	quail... 571	romantic... 620	king... 668	unfriendly... 715	
hilt... 524	quail... 572	romantic... 621	king... 669	unfriendly... 716	
hilt... 525	quail... 573	romantic... 622	king... 670	unfriendly... 717	
hilt... 526	quail... 574	romantic... 623	king... 671	unfriendly... 718	
hilt... 527	quail... 575	romantic... 624	king... 672	unfriendly... 719	
hilt... 528	quail... 576	romantic... 625	king... 673	unfriendly... 720	
hilt... 529	quail... 577	romantic... 626	king... 674	unfriendly... 721	
hilt... 530	quail... 578	romantic... 627	king... 675	unfriendly... 722	
hilt... 531	quail... 579	romantic... 628	king... 676	unfriendly... 723	
hilt... 532	quail... 580	romantic... 629	king... 677	unfriendly... 724	

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.”

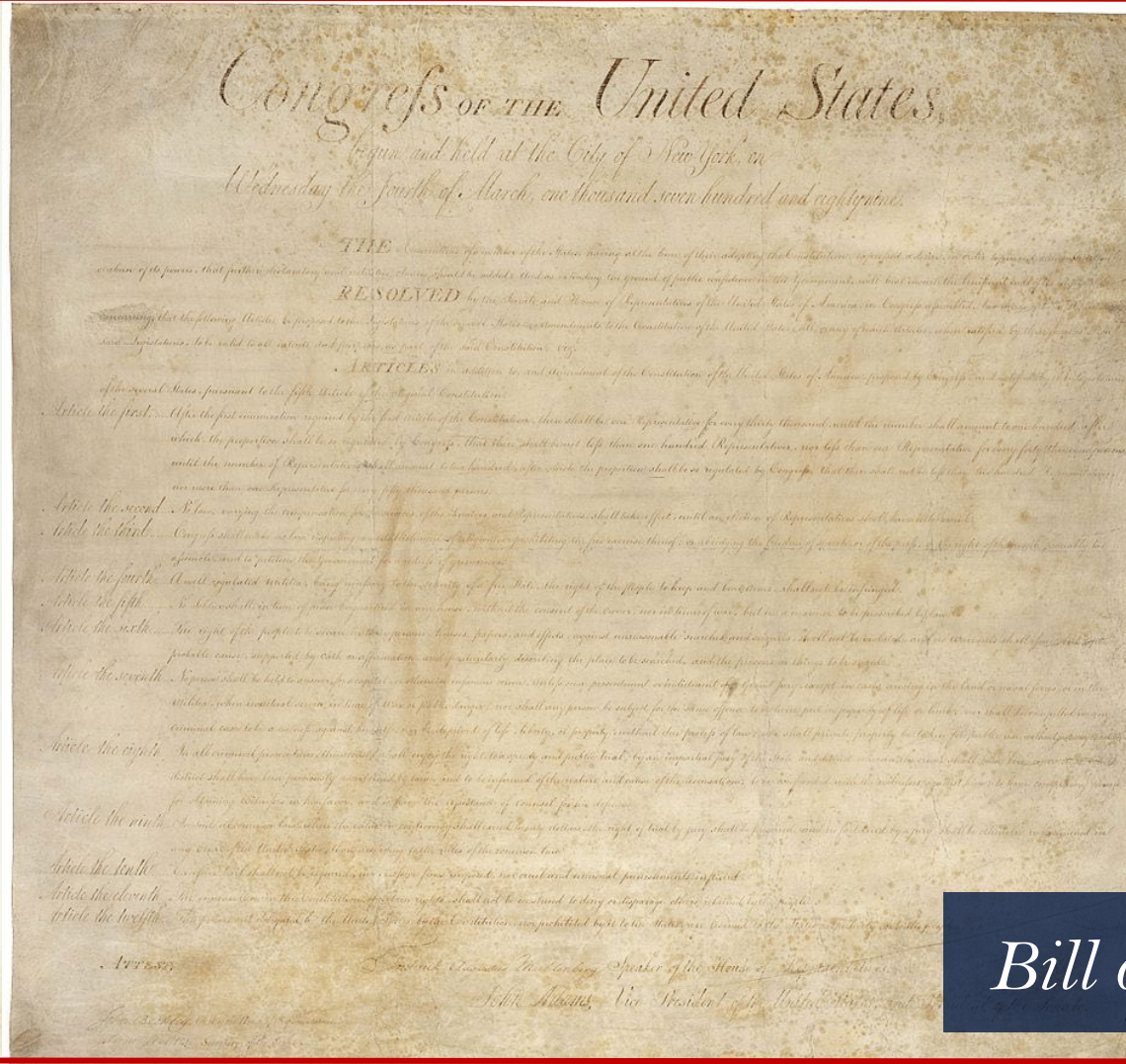
# YORKTOWN: COLLABORATION REQUIRES LISTENING AND TRUST

Washington  
consults with  
French General  
Rochambeau –  
Trust across  
cultural  
differences



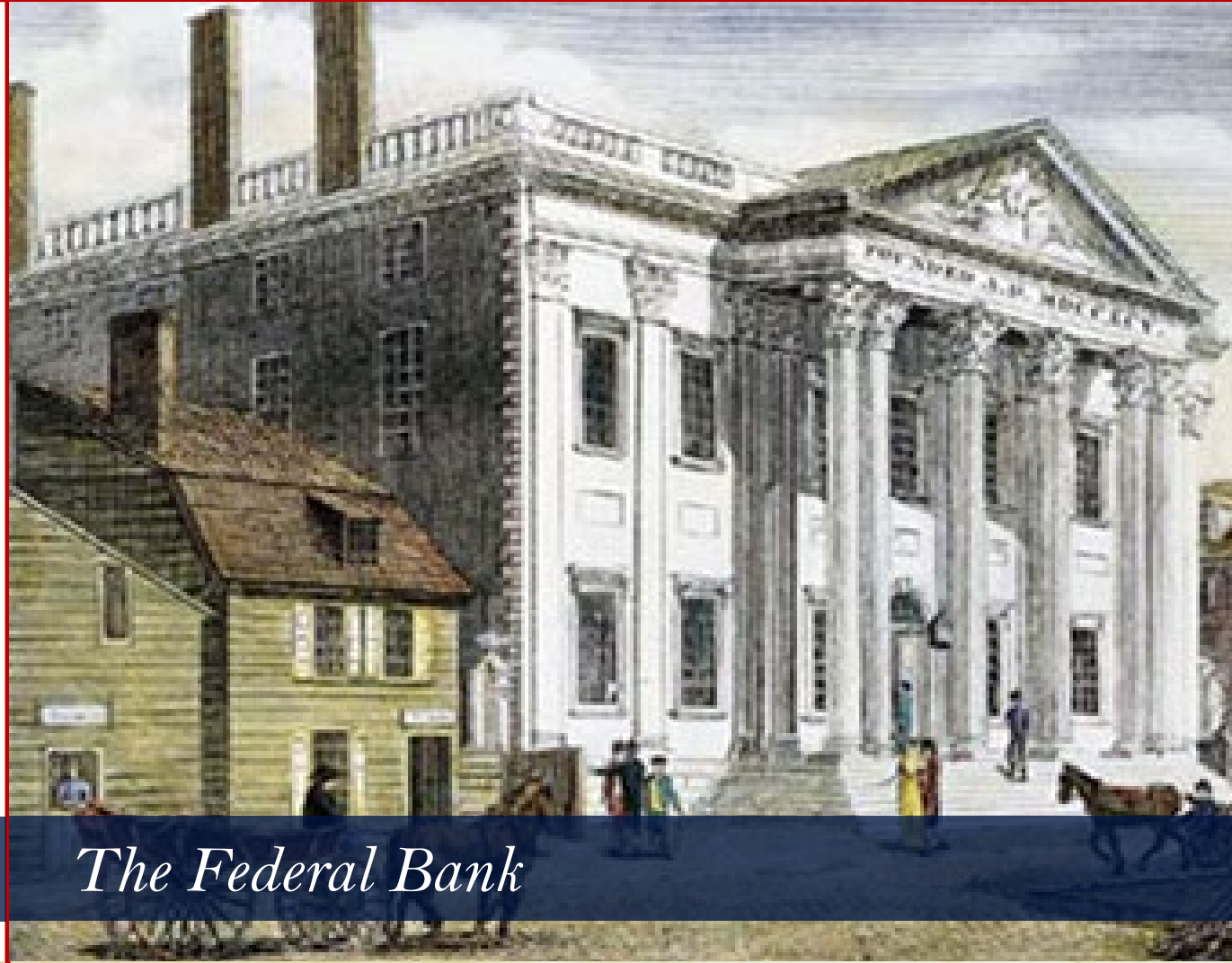
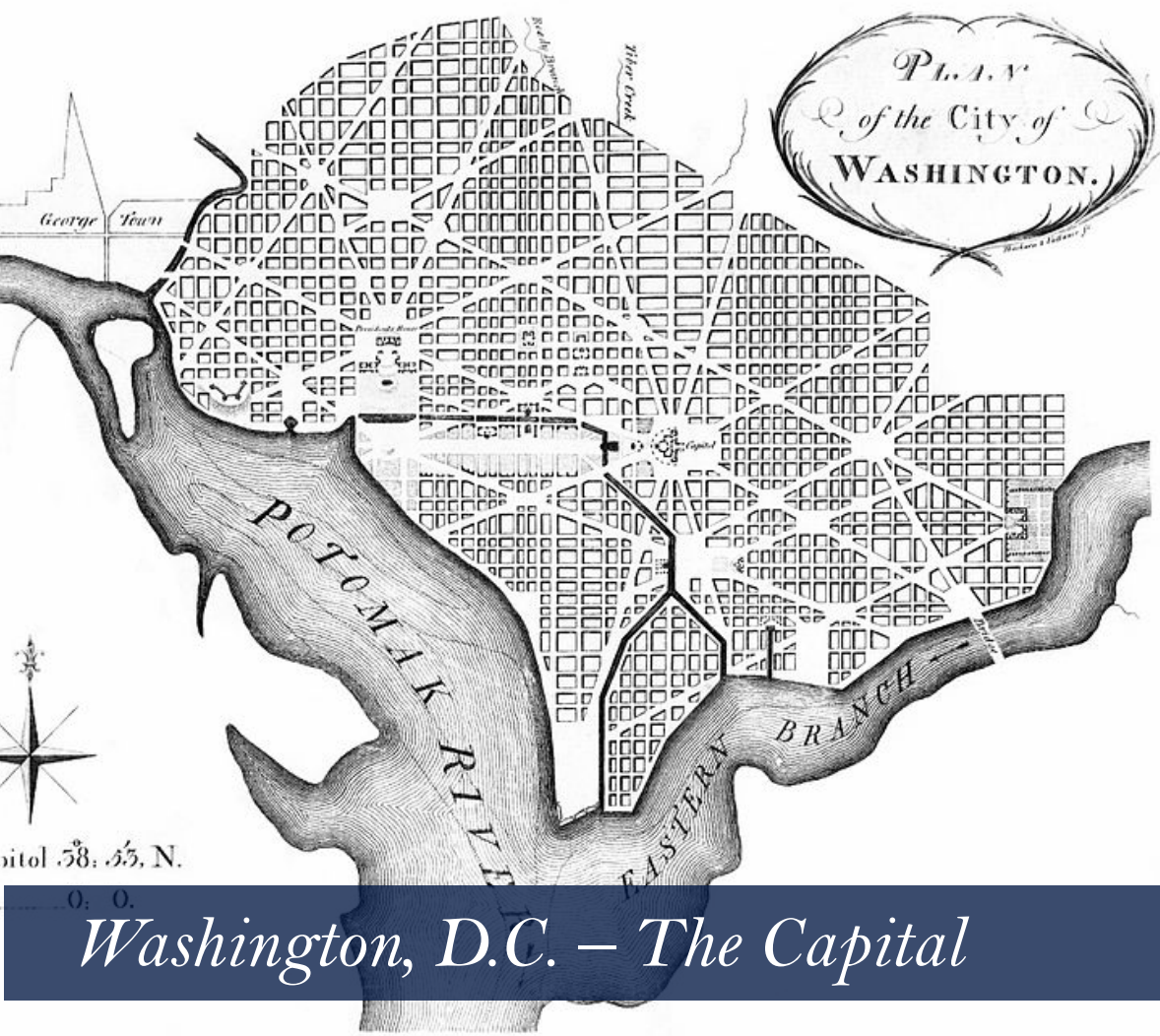


# COLLABORATION REQUIRES UNDERSTANDING, TRUST, AND ACCURATE PERCEPTION – POLITICAL, CULTURAL, SOCIETAL



*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

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Failure is not fatal.  
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that counts.”



THANK YOU