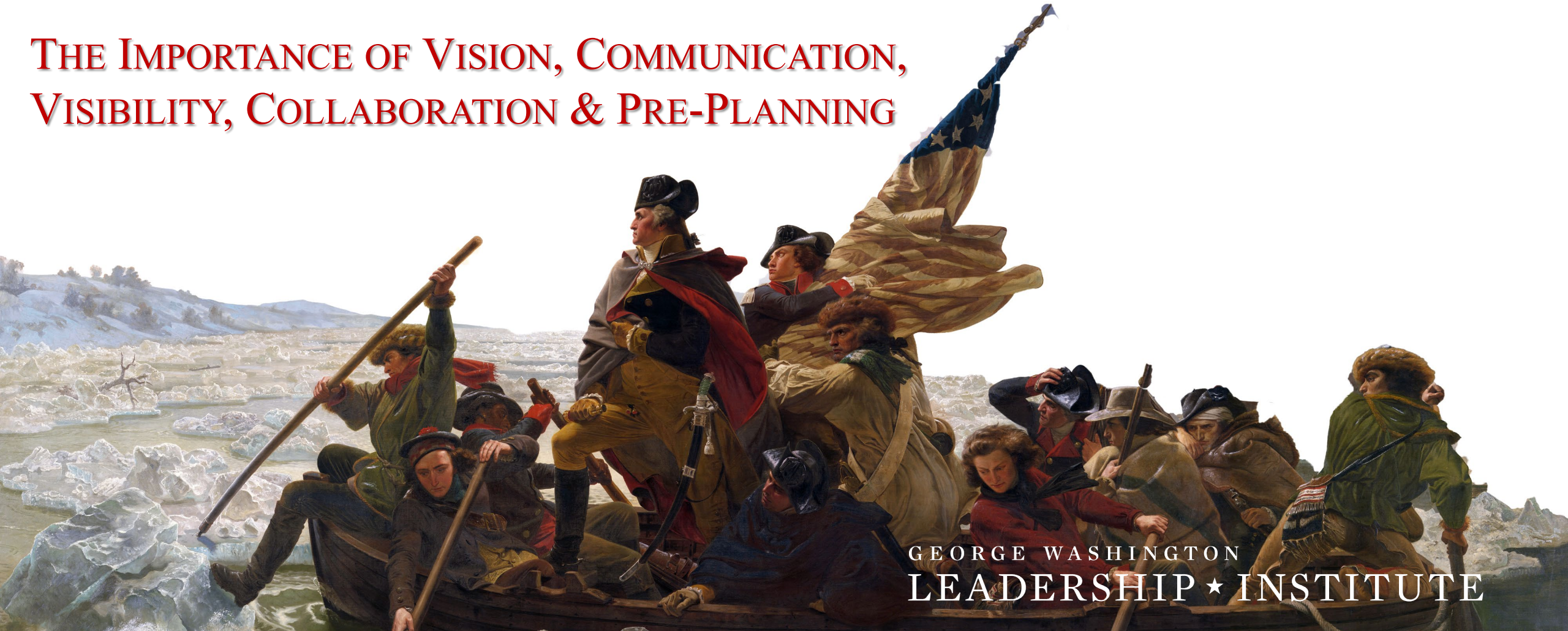


KENTUCKY ASSOCIATION OF COUNTIES

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

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

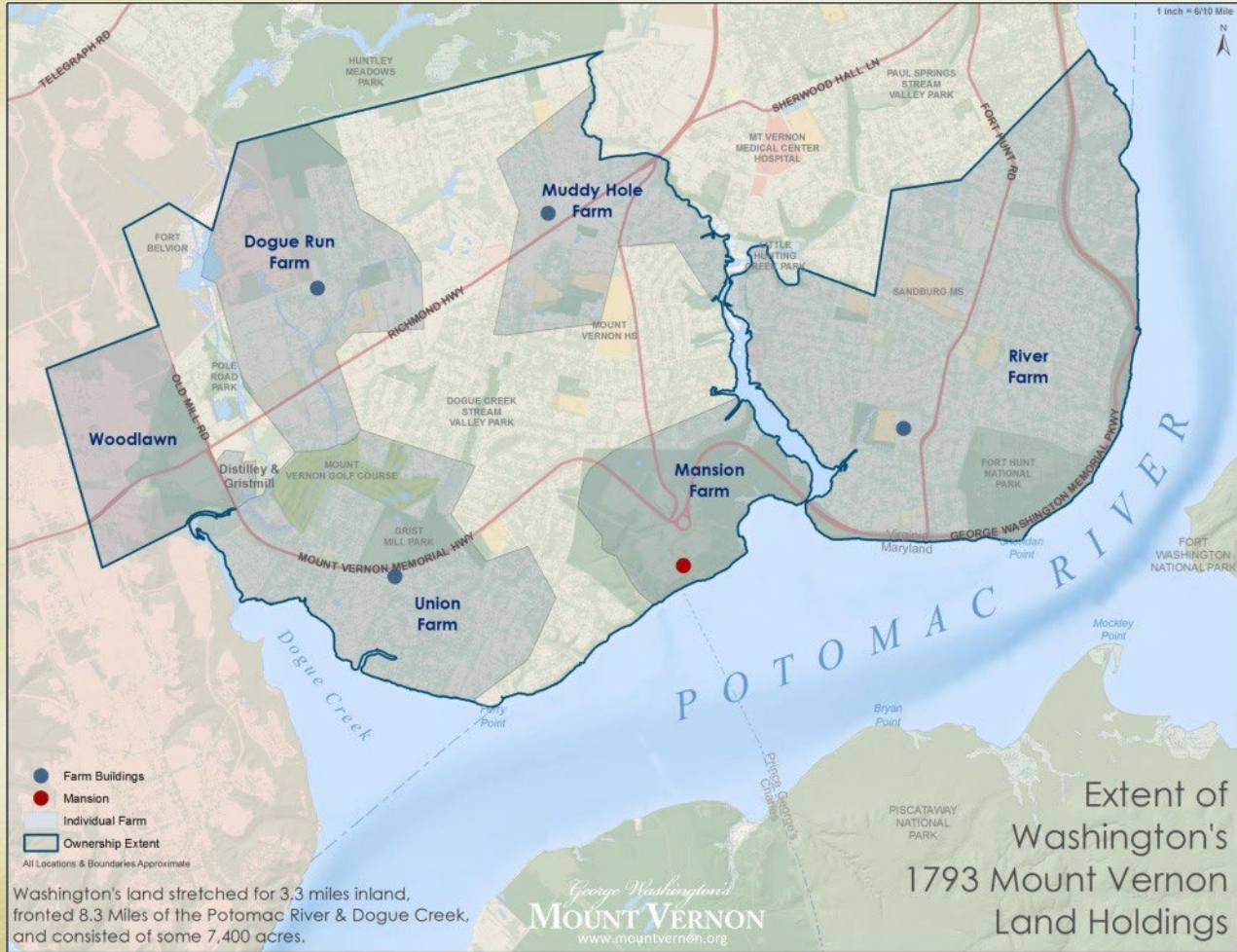


GEORGE WASHINGTON
LEADERSHIP ★ INSTITUTE

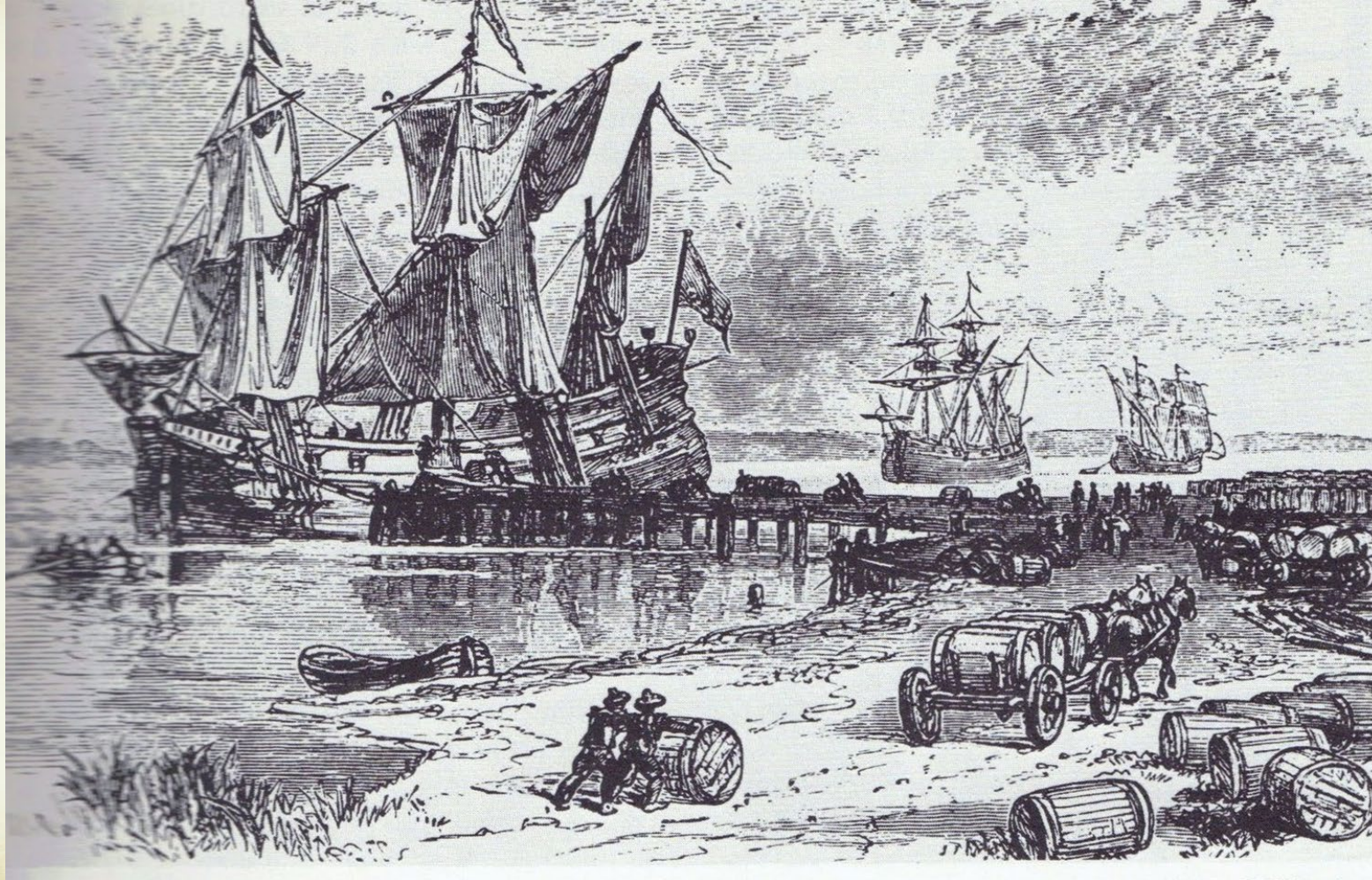
First job: Surveyor of Culpeper County



Washington the Farmer

[illegible]

As President-Emphasized the Importance of Infrastructure and Roads



WASHINGTON THE ENTREPRENEUR AND BUSINESSMAN



George Washington's Gristmill



Distillery



16-Sided Barn

Washington: Hired and Delegated Well: Had Great Financial Sense “Hamilton, the first National CFO”

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.

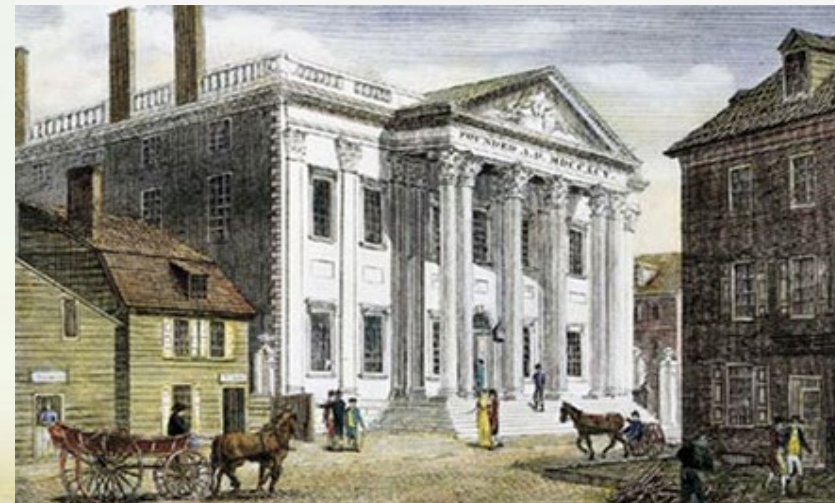
¹ See GW to Hamilton, 16 Feb. 1791.

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

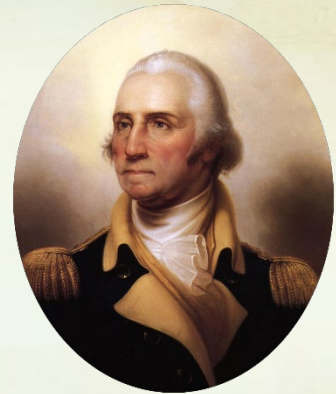
*“The patron of fraud – an
imposter...”*

- 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

WASHINGTON: EXPERIENCED IN CRISIS & FAILURE



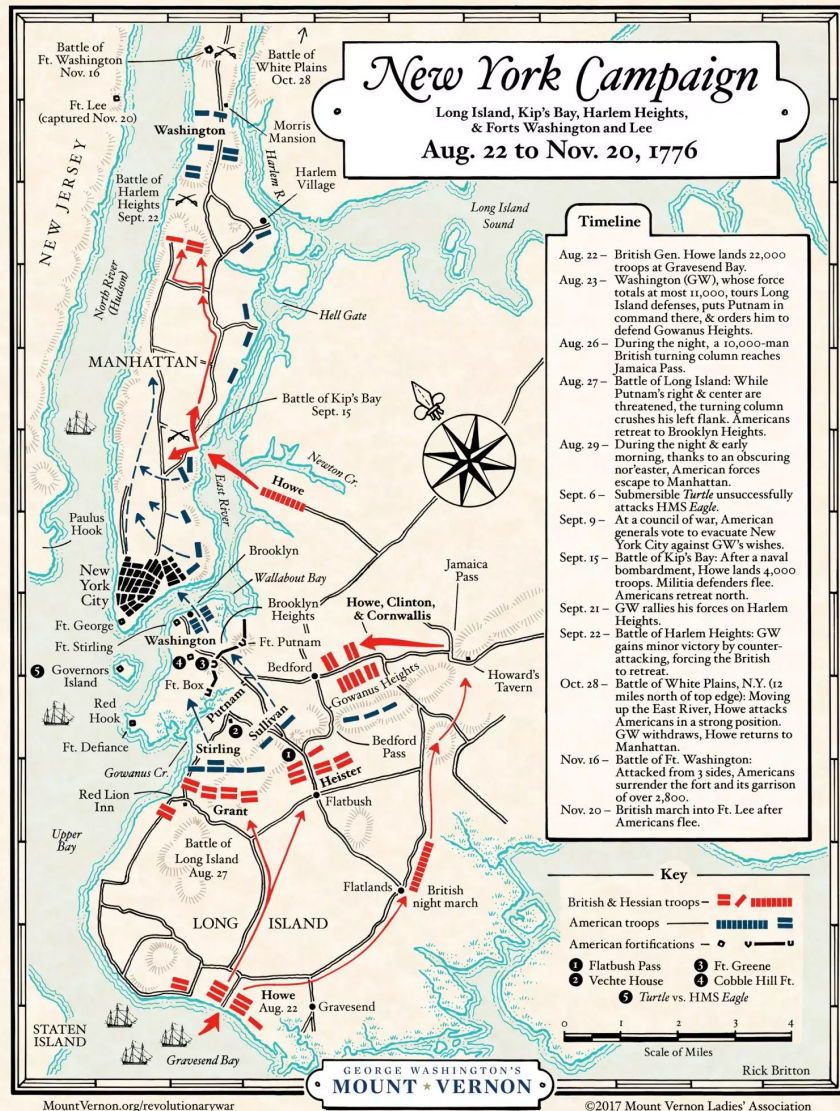
July 9, 1755

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.



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WASHINGTON, LINCOLN, ROOSEVELT, CHURCHILL

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

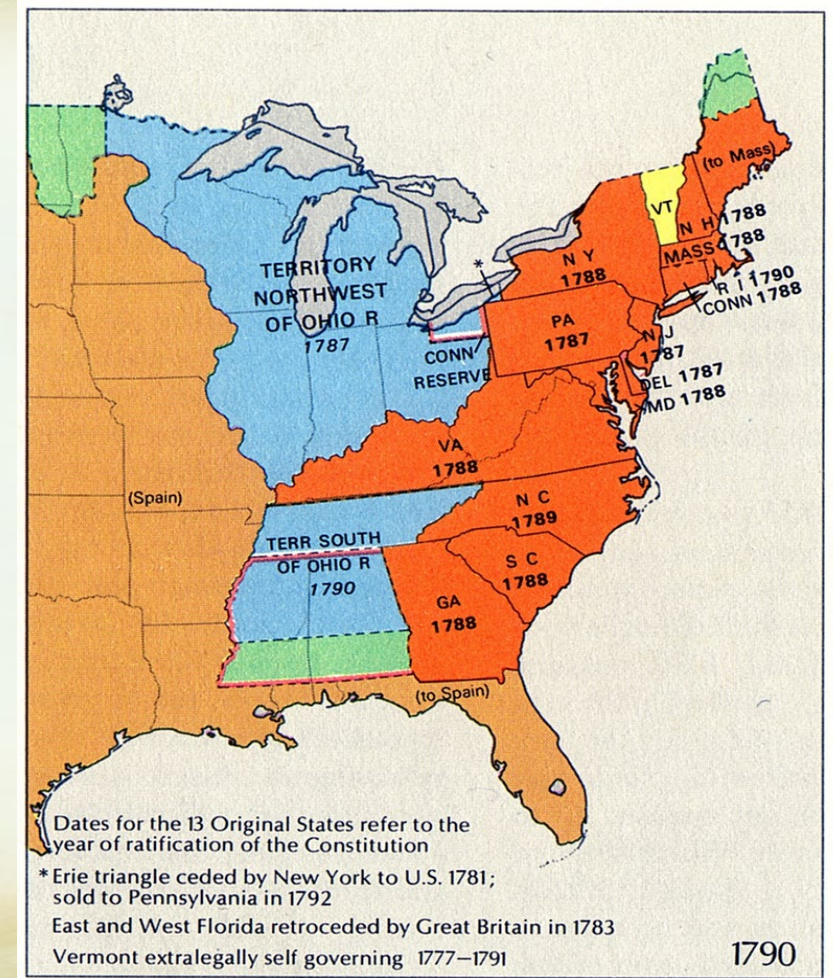
➤ Strategic Agility – Respond effectively to change or opportunity

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, LINCOLN, ROOSEVELT, CHURCHILL 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, LINCOLN, ROOSEVELT, CHURCHILL 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

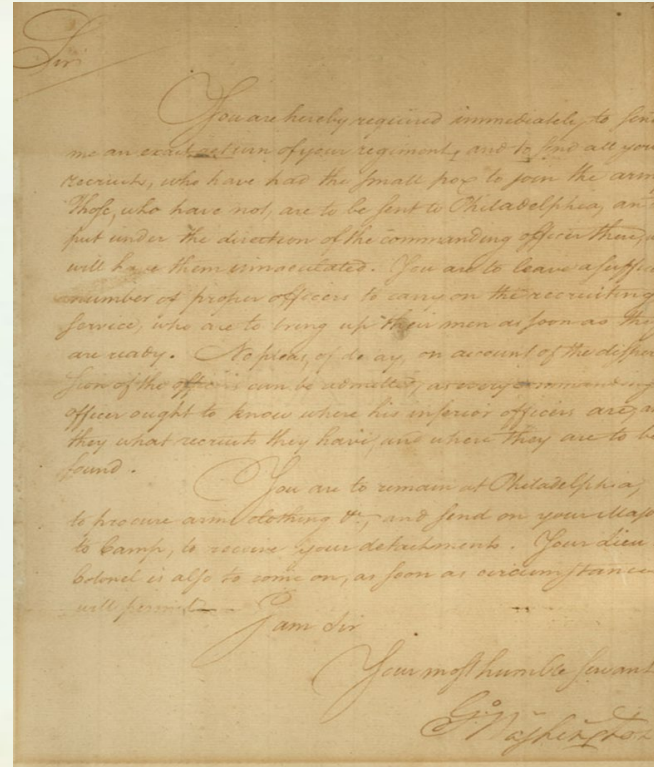
- Early effort to control anxiety, fear
- Effective communication: frank but positive
- Visibility, resolve, and determination
- An initial plan – demonstrated an early way forward
- Long term plan – coupled with persistence
- Pre-planning essential when possible
- Forged collaboration and team work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

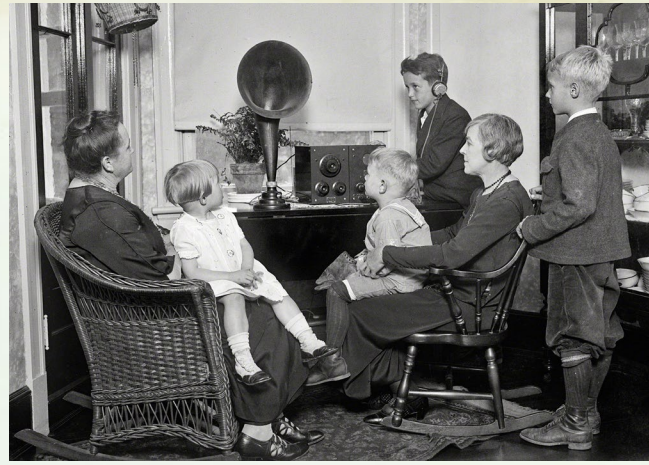
Crisis – Understanding, Controlling, Channeling Anxiety and Fear

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

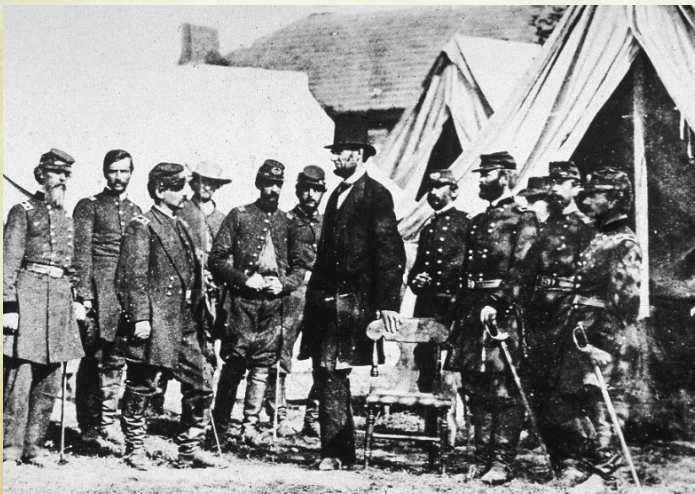
Communication and Visibility



**Washington at
Valley Forge**



**Roosevelt's
Fireside Chats**



**Lincoln Early
in the Civil
War**



**Churchill
Addresses Britain**

COMMUNICATION ESSENTIAL TO LEADING/MANAGING CRISES

All utilized many forms of communication

Highly visible when required – out front in battle/Valley Forge

Adjusted to their audience and the situation

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

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

Quiet behind the scenes conversations

Over-communicating likely required

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.



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."



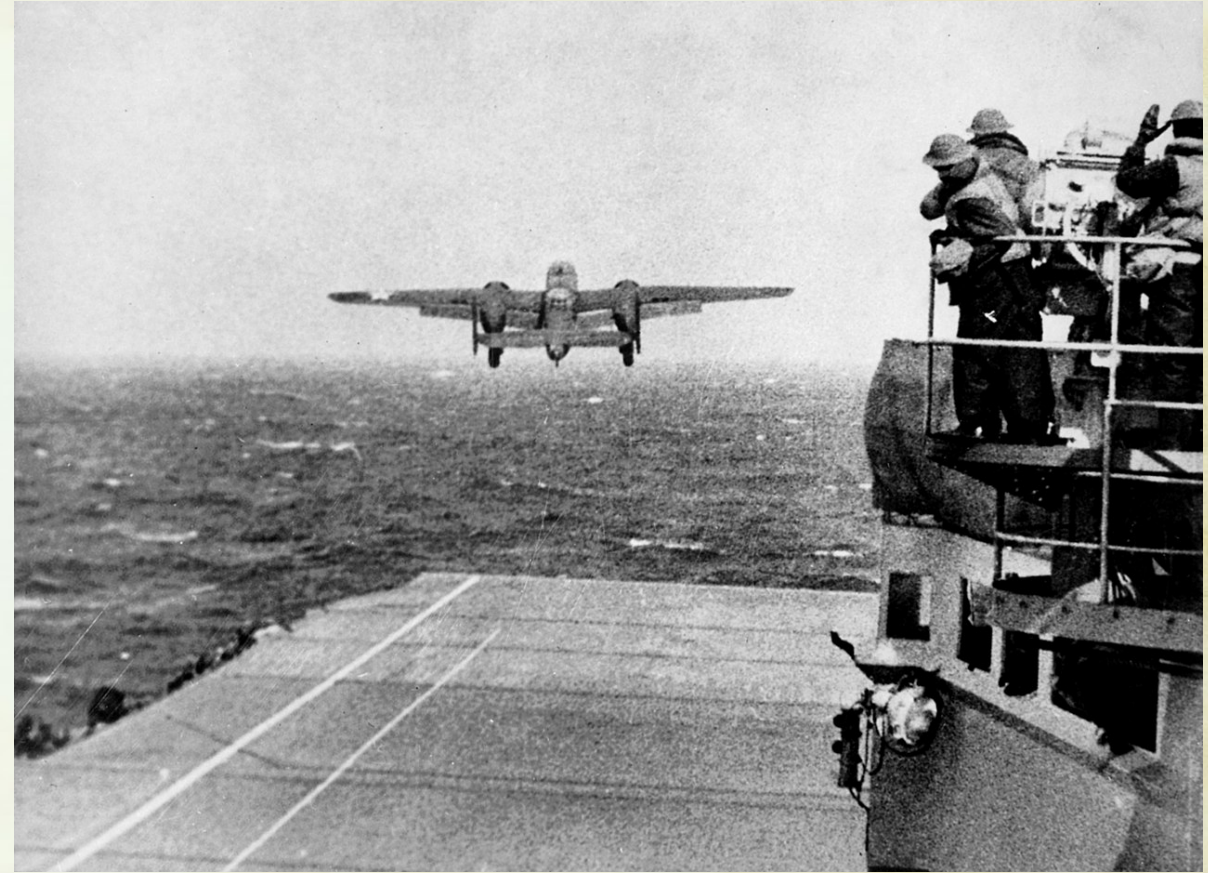
"Adhere to your purpose and you will soon feel as well as you ever did. On the contrary, if you falter, and give up, you will lose the power of keeping any resolution, and will regret it all your life."

DETERMINATION – CHURCHILL – MAY 1940

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

An Initial Plan – Early Action

- 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.

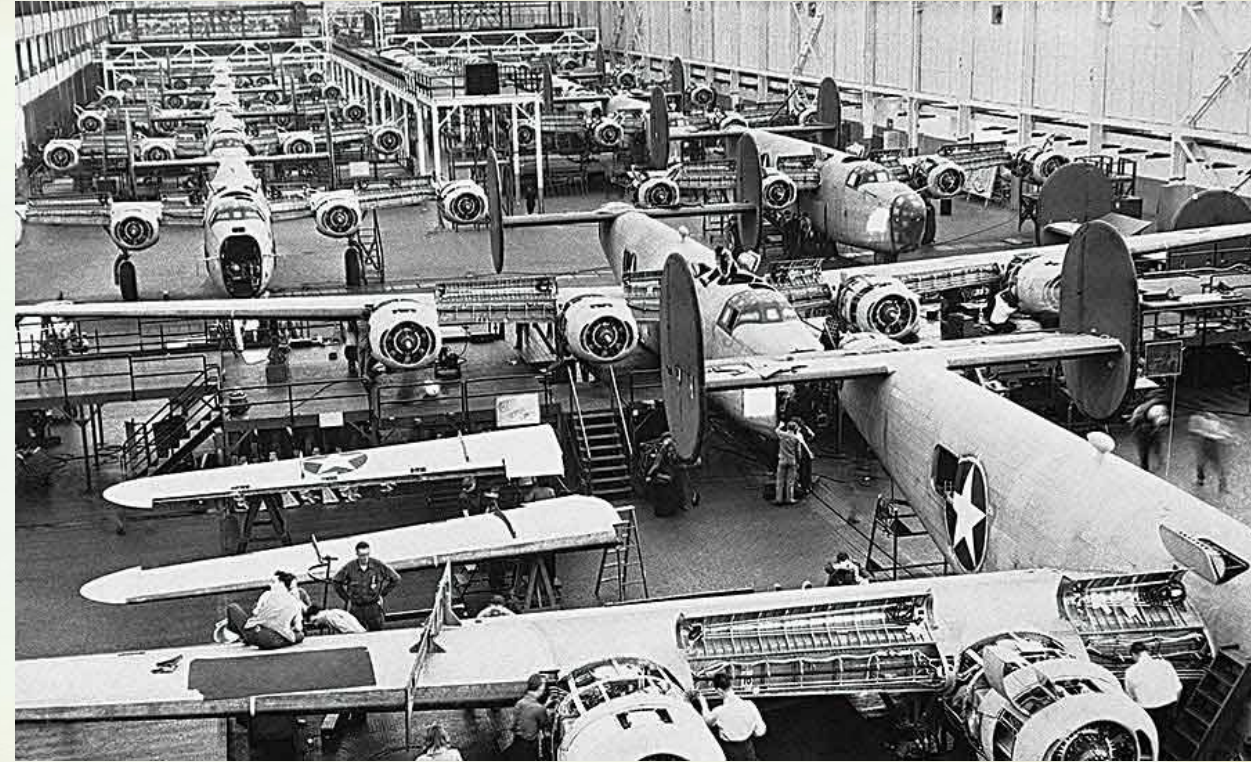
Long Term Plan – Essential but Harder

- 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
hills 484	quick 532	rebellion 581	things 629	uncommon 676	
hills 485	quick 533	reduction 582	things 630	uncommon 677	
hills 486	quick 534	reduction 583	things 631	uncommon 678	
hills 487	quick 535	reduction 584	things 632	uncommon 679	
hills 488	quick 536	reduction 585	things 633	uncommon 680	
hills 489	quick 537	reduction 586	things 634	uncommon 681	
hills 490	quick 538	reduction 587	things 635	uncommon 682	
hills 491	quick 539	reduction 588	things 636	uncommon 683	
hills 492	quick 540	reduction 589	things 637	uncommon 684	
hills 493	quick 541	reduction 590	things 638	uncommon 685	
hills 494	quick 542	reduction 591	things 639	uncommon 686	
hills 495	quick 543	reduction 592	things 640	uncommon 687	
hills 496	quick 544	reduction 593	things 641	uncommon 688	
hills 497	quick 545	reduction 594	things 642	uncommon 689	
hills 498	quick 546	reduction 595	things 643	uncommon 690	
hills 499	quick 547	reduction 596	things 644	uncommon 691	
hills 500	quick 548	reduction 597	things 645	uncommon 692	
hills 501	quick 549	reduction 598	things 646	uncommon 693	
hills 502	quick 550	reduction 599	things 647	uncommon 694	
hills 503	quick 551	reduction 600	things 648	uncommon 695	
hills 504	quick 552	reduction 601	things 649	uncommon 696	
hills 505	quick 553	reduction 602	things 650	uncommon 697	
hills 506	quick 554	reduction 603	things 651	uncommon 698	
hills 507	quick 555	reduction 604	things 652	uncommon 699	
hills 508	quick 556	reduction 605	things 653	uncommon 700	
hills 509	quick 557	reduction 606	things 654	uncommon 701	
hills 510	quick 558	reduction 607	things 655	uncommon 702	
hills 511	quick 559	reduction 608	things 656	uncommon 703	
hills 512	quick 560	reduction 609	things 657	uncommon 704	
hills 513	quick 561	reduction 610	things 658	uncommon 705	
hills 514	quick 562	reduction 611	things 659	uncommon 706	
hills 515	quick 563	reduction 612	things 660	uncommon 707	
hills 516	quick 564	reduction 613	things 661	uncommon 708	
hills 517	quick 565	reduction 614	things 662	uncommon 709	
hills 518	quick 566	reduction 615	things 663	uncommon 710	
hills 519	quick 567	reduction 616	things 664	uncommon 711	
hills 520	quick 568	reduction 617	things 665	uncommon 712	
hills 521	quick 569	reduction 618	things 666	uncommon 713	
hills 522	quick 570	reduction 619	things 667	uncommon 714	
hills 523	quick 571	reduction 620	things 668	uncommon 715	
hills 524	quick 572	reduction 621	things 669	uncommon 716	
hills 525	quick 573	reduction 622	things 670	uncommon 717	
hills 526	quick 574	reduction 623	things 671	uncommon 718	
hills 527	quick 575	reduction 624	things 672	uncommon 719	
hills 528	quick 576	reduction 625	things 673	uncommon 720	
hills 529	quick 577	reduction 626	things 674	uncommon 721	
hills 530	quick 578	reduction 627	things 675	uncommon 722	
hills 531	quick 579	reduction 628	things 676	uncommon 723	
hills 532	quick 580	reduction 629	things 677	uncommon 724	
hills 533	quick 581	reduction 630	things 678	uncommon 725	
hills 534	quick 582	reduction 631	things 679	uncommon 726	
hills 535	quick 583	reduction 632	things 680	uncommon 727	
hills 536	quick 584	reduction 633	things 681	uncommon 728	
hills 537	quick 585	reduction 634	things 682	uncommon 729	
hills 538	quick 586	reduction 635	things 683	uncommon 730	
hills 539	quick 587	reduction 636	things 684	uncommon 731	
hills 540	quick 588	reduction 637	things 685	uncommon 732	
hills 541	quick 589	reduction 638	things 686	uncommon 733	
hills 542	quick 590	reduction 639	things 687	uncommon 734	
hills 543	quick 591	reduction 640	things 688	uncommon 735	
hills 544	quick 592	reduction 641	things 689	uncommon 736	
hills 545	quick 593	reduction 642	things 690	uncommon 737	
hills 546	quick 594	reduction 643	things 691	uncommon 738	
hills 547	quick 595	reduction 644	things 692	uncommon 739	
hills 548	quick 596	reduction 645	things 693	uncommon 740	
hills 549	quick 597	reduction 646	things 694	uncommon 741	
hills 550	quick 598	reduction 647	things 695	uncommon 742	
hills 551	quick 599	reduction 648	things 696	uncommon 743	
hills 552	quick 600	reduction 649	things 697	uncommon 744	
hills 553	quick 601	reduction 650	things 698	uncommon 745	
hills 554	quick 602	reduction 651	things 699	uncommon 746	
hills 555	quick 603	reduction 652	things 700	uncommon 747	
hills 556	quick 604	reduction 653	things 701	uncommon 748	
hills 557	quick 605	reduction 654	things 702	uncommon 749	
hills 558	quick 606	reduction 655	things 703	uncommon 750	
hills 559	quick 607	reduction 656	things 704	uncommon 751	
hills 560	quick 608	reduction 657	things 705	uncommon 752	
hills 561	quick 609	reduction 658	things 706	uncommon 753	
hills 562	quick 610	reduction 659	things 707	uncommon 754	
hills 563	quick 611	reduction 660	things 708	uncommon 755	
hills 564	quick 612	reduction 661	things 709	uncommon 756	
hills 565	quick 613	reduction 662	things 710	uncommon 757	
hills 566	quick 614	reduction 663	things 711	uncommon 758	
hills 567	quick 615	reduction 664	things 712	uncommon 759	
hills 568	quick 616	reduction 665	things 713	uncommon 760	
hills 569	quick 617	reduction 666	things 714	uncommon 761	
hills 570	quick 618	reduction 667	things 715	uncommon 762	
hills 571	quick 619	reduction 668	things 716	uncommon 763	
hills 572	quick 620	reduction 669	things 717	uncommon 764	
hills 573	quick 621	reduction 670	things 718	uncommon 765	
hills 574	quick 622	reduction 671	things 719	uncommon 766	
hills 575	quick 623	reduction 672	things 720	uncommon 767	
hills 576	quick 624	reduction 673	things 721	uncommon 768	
hills 577	quick 625	reduction 674	things 722	uncommon 769	
hills 578	quick 626	reduction 675	things 723	uncommon 770	
hills 579	quick 627	reduction 676	things 724	uncommon 771	
hills 580	quick 628	reduction 677	things 725	uncommon 772	
hills 581	quick 629	reduction 678	things 726	uncommon 773	
hills 582	quick 630	reduction 679	things 727	uncommon 774	
hills 583	quick 631	reduction 680	things 728	uncommon 775	
hills 584	quick 632	reduction 681	things 729	uncommon 776	
hills 585	quick 633	reduction 682	things 730	uncommon 777	
hills 586	quick 634	reduction 683	things 731	uncommon 778	
hills 587	quick 635	reduction 684	things 732	uncommon 779	
hills 588	quick 636	reduction 685	things 733	uncommon 780	
hills 589	quick 637	reduction 686	things 734	uncommon 781	
hills 590	quick 638	reduction 687	things 735	uncommon 782	
hills 591	quick 639	reduction 688	things 736	uncommon 783	
hills 592	quick 640	reduction 689	things 737	uncommon 784	
hills 593	quick 641	reduction 690	things 738	uncommon 785	
hills 594	quick 642	reduction 691	things 739	uncommon 786	
hills 595	quick 643	reduction 692	things 740	uncommon 787	
hills 596	quick 644	reduction 693	things 741	uncommon 788	
hills 597	quick 645	reduction 694	things 742	uncommon 789	
hills 598	quick 646	reduction 695	things 743	uncommon 790	
hills 599	quick 647	reduction 696	things 744	uncommon 791	
hills 600	quick 648	reduction 697	things 745	uncommon 792	

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 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

“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.”

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:

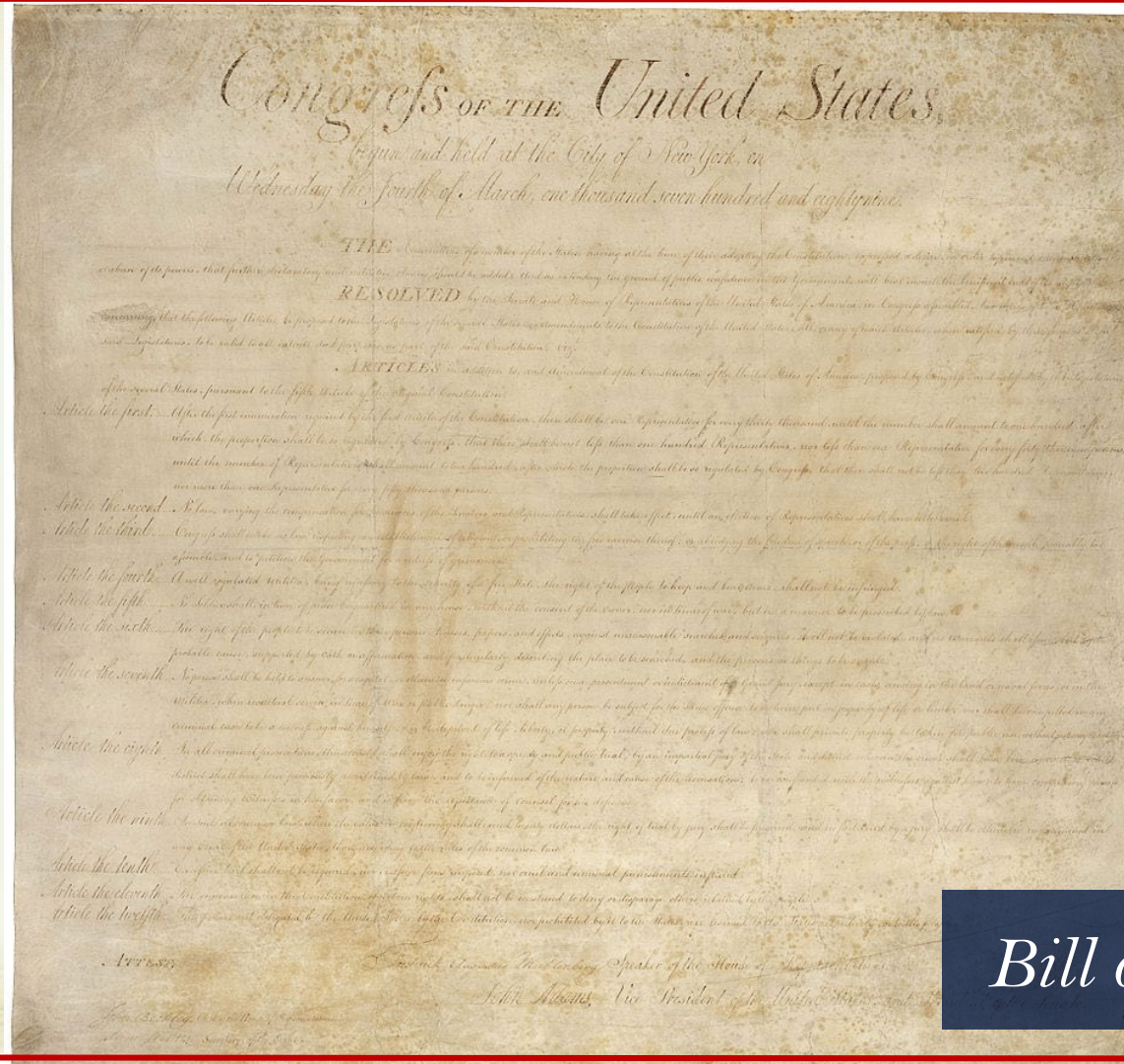
- **Military Collaboration** – Washington/Rochambeau decision to attack Yorktown
- **Legislative Collaboration** – Constitution/Bill of Rights
- **Political Collaboration** – Washington DC/National Bank
- **Quiet Collaboration** – Washington's daily dinners during the Constitutional Convention

YORKTOWN: COLLABORATION REQUIRES LISTENING AND TRUST

Washington
consults with
French General
Rochambeau –
Trust across
cultural
differences



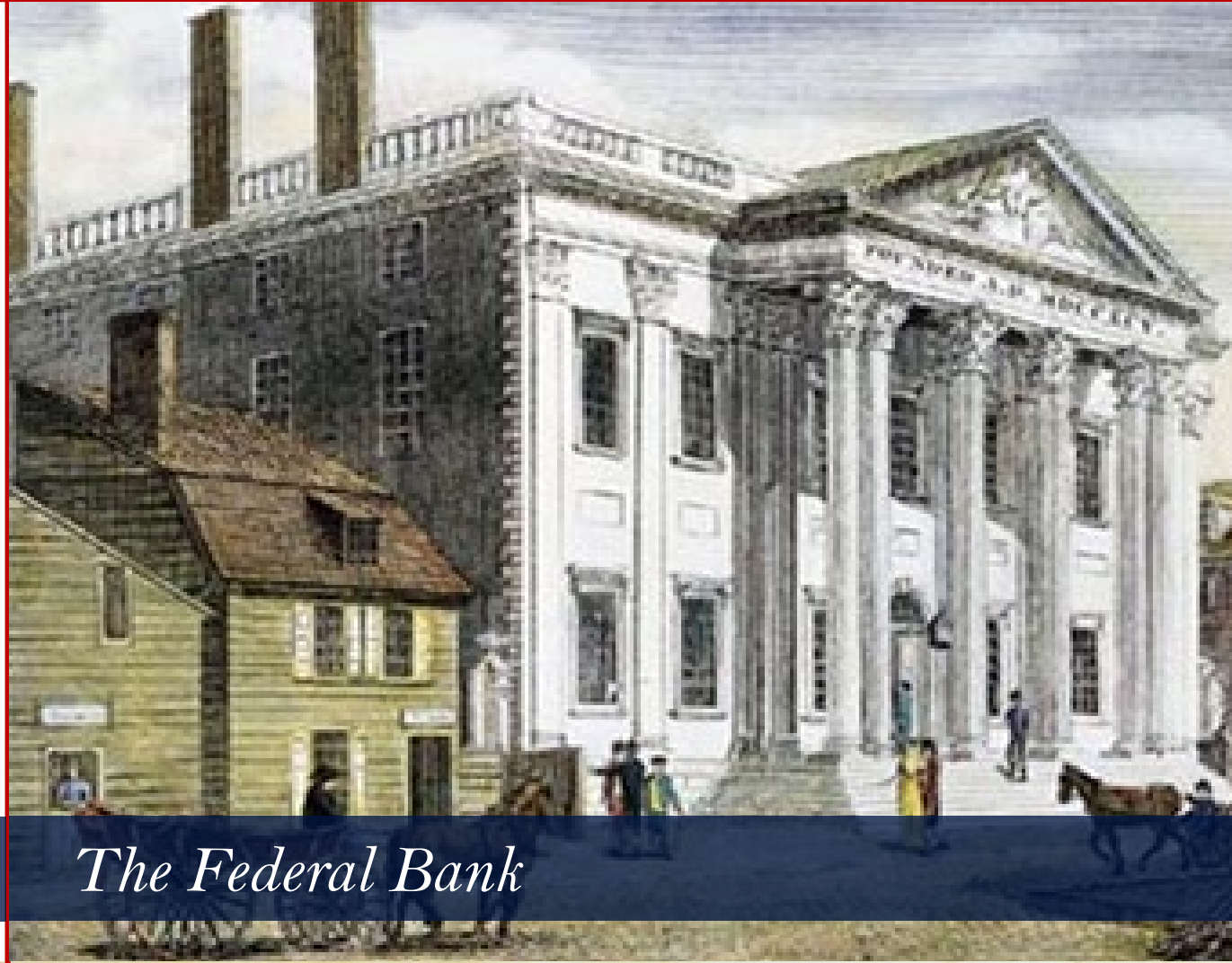
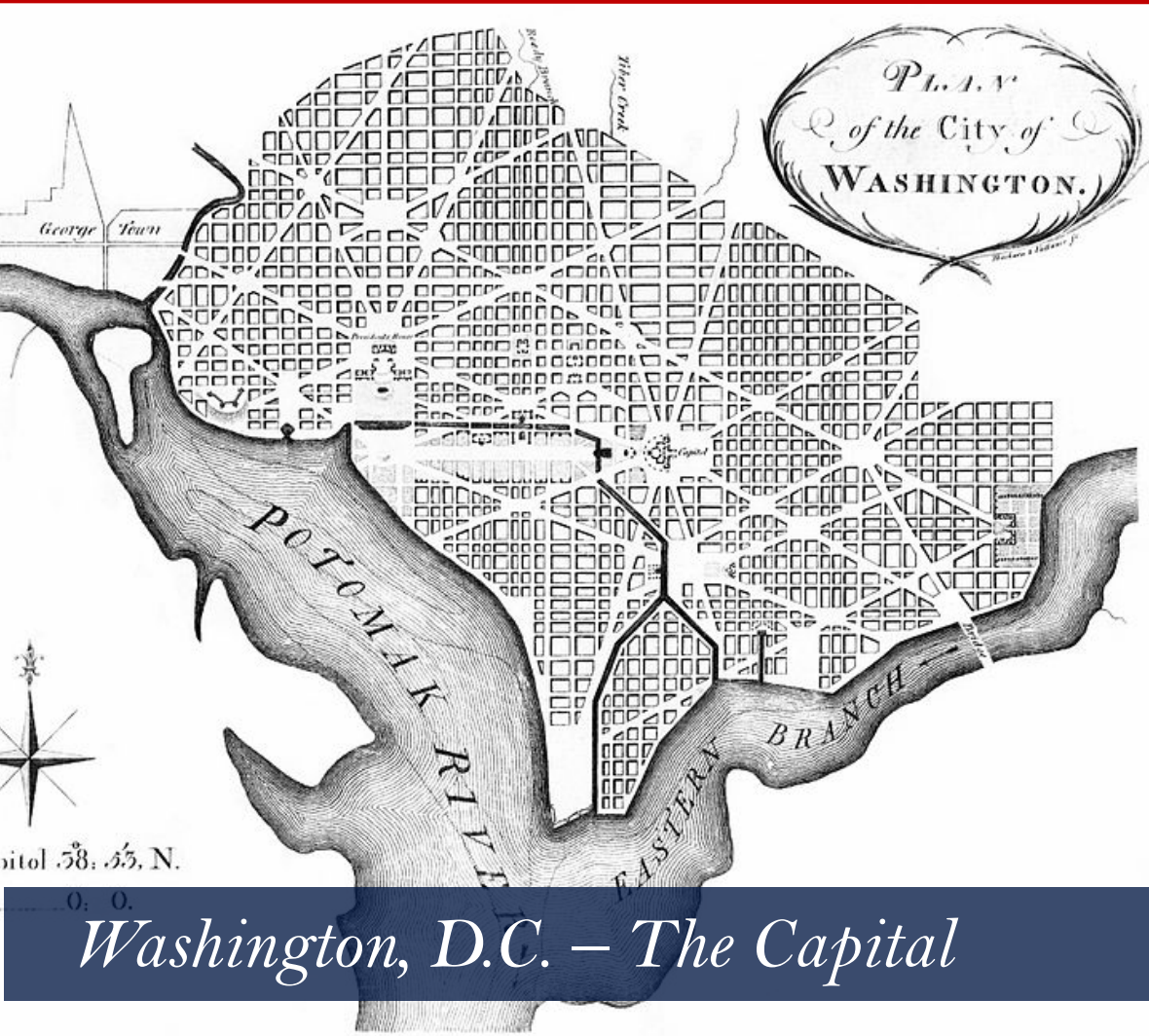
COLLABORATION REQUIRES UNDERSTANDING, TRUST, AND ACCURATE PERCEPTION – POLITICAL, CULTURAL, SOCIETAL



Bill of Rights

GEORGE WASHINGTON
LEADERSHIP ★ INSTITUTE

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”



DISCUSSION