

KENTUCKY ASSOCIATION OF COUNTIES WORKSHOP

# WASHINGTON'S ENDURING RELEVANCE

AN INTEGRATED APPROACH TO  
STRATEGY, LEADERSHIP AND MANAGEMENT



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# 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**

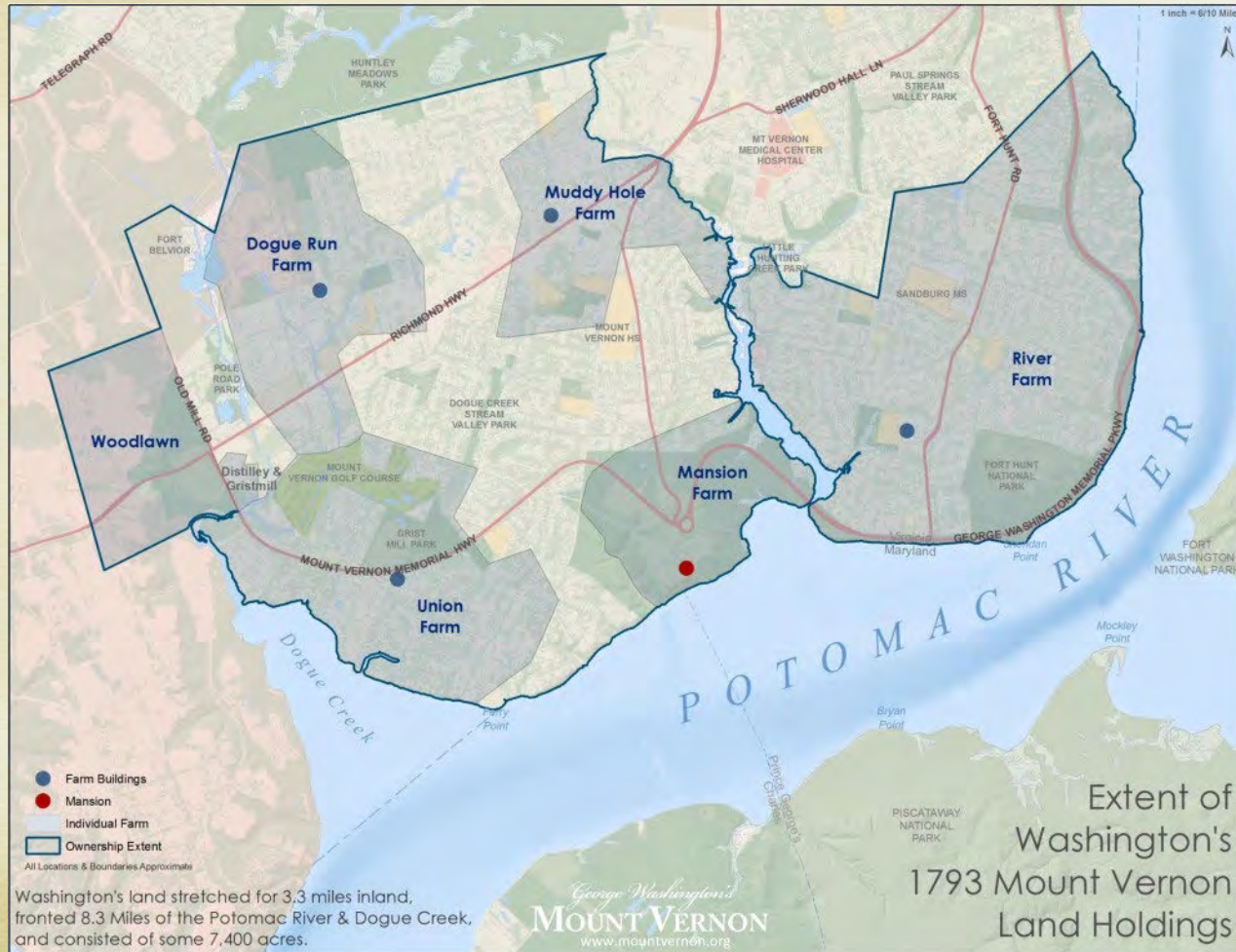


# WASHINGTON'S RELEVANCE IS TIMELESS

- 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

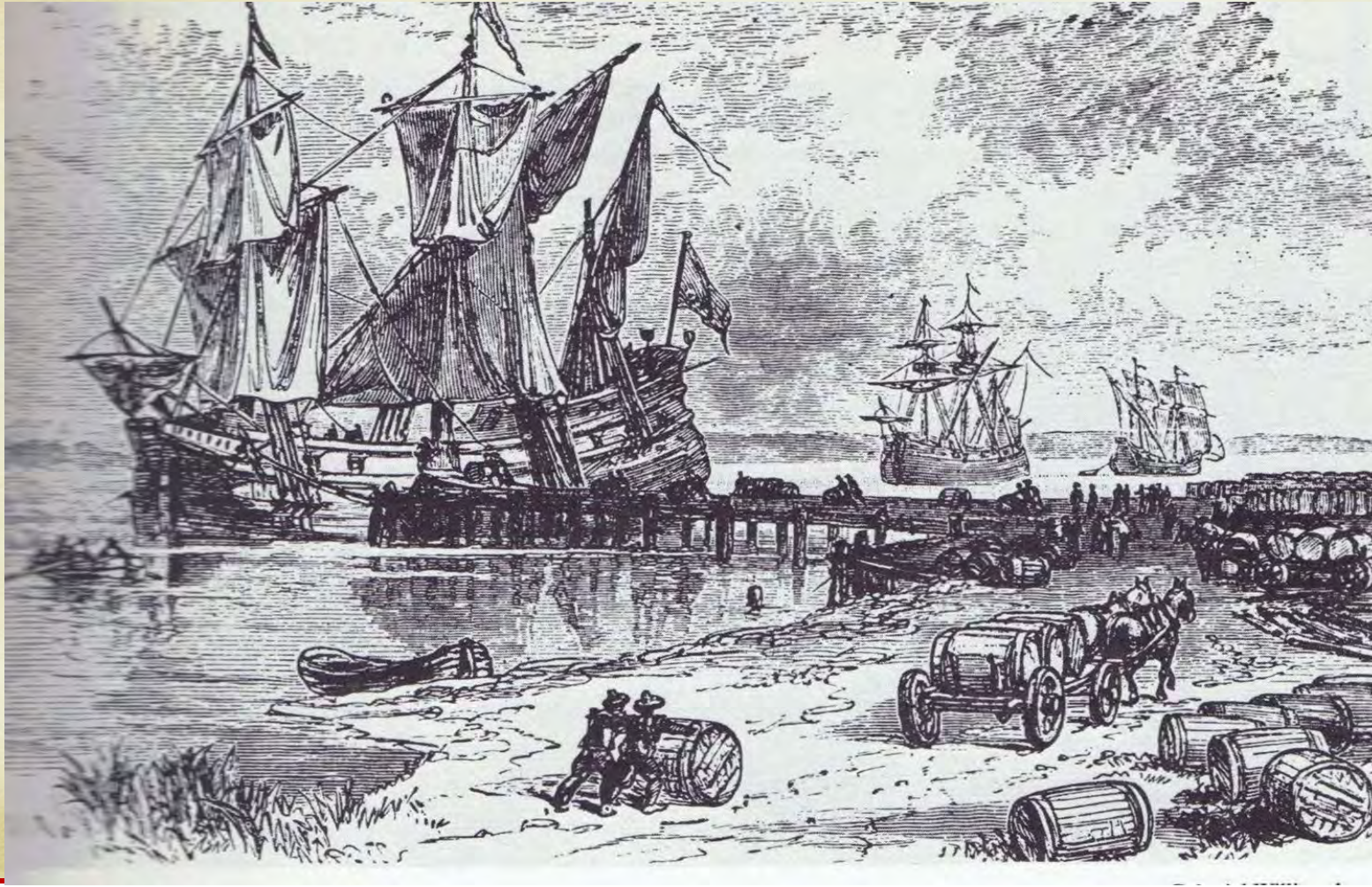


Handwritten manuscript showing crop rotation data. The top section is titled "No. of acres in the course of a year for the years which follow". The bottom section is titled "Course of Crops - Berry Rotation In the years".

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



# 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.<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.

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Canonic URL: <http://rotunda.upress.virginia.edu/founders/GEWN-05-07-02-0245-0001> [accessed 23 May 2016]

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# 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





# A PRACTICAL LOOK AT STRATEGY – WASHINGTON'S RELEVANCE & YOU

## Strategic Vision – Understand the real goal

- Win the War and have a united country
- Establish the principle of civilian control of the military
- 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 challenge of social media and the press*

# A PRACTICAL LOOK AT STRATEGY – WASHINGTON'S RELEVANCE & YOU

## Strategic Planning – Set meaningful goals and relevant objectives/tactics

- Systematically deal with strength, limitations, and perception
- Play to your strengths – quality, proven, trusted
- Anticipate change both foreseen and unforeseen
- Have rapid response/crisis team in place and practiced
- Allow for capturing opportunity/unexpected customer demands
- Set long term goals and short term objectives (motivation, be perceptive)
- Build trust, credibility, reputation and defend it
- Allow for risk



# A PRACTICAL LOOK AT STRATEGY – WASHINGTON'S RELEVANCE & YOU

## Strategic Execution – Commit to masterful execution

- Commit to the fundamentals of leadership and management excellence
- Pay attention to critical details – Administration matters – safety critical
- The constituent matters, be perceptive, communication matters
- Develop and maintain support for consistent excellence
- Washington excelled at leadership, management, administration
- What are your strengths? Are you good at each of these?

# A PRACTICAL LOOK AT STRATEGY – WASHINGTON'S RELEVANCE & YOU

## Strategic Patience – stay focused on the key goals, be perceptive

- 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)



# A PRACTICAL LOOK AT STRATEGY – WASHINGTON'S RELEVANCE & YOU

## Strategic Agility – respond effectively to change or opportunity

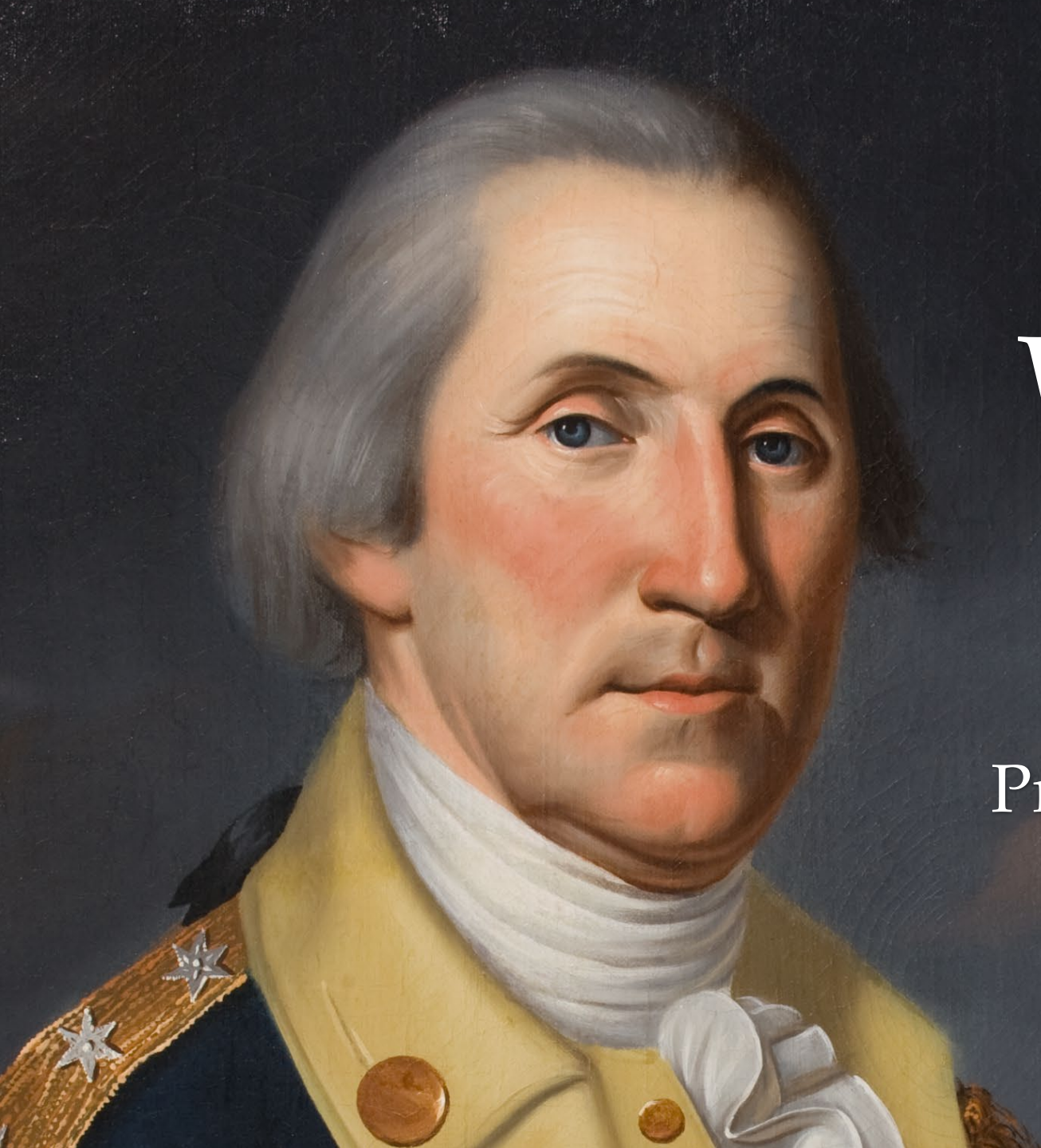
- Strategic patience must be complimented by strategic agility
- Trenton, Yorktown were Washington's opportunities...what's yours?
- Rapid effective response to situational change, new technology, health crisis
- Creating the ability to deal with new challenges is imperative (constituent needs)
- Must 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

# A PRACTICAL LOOK AT STRATEGY – WASHINGTON'S RELEVANCE & YOU

## 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



# COLLABORATION ESSENTIAL TO EFFECTIVE LEADERSHIP AND 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

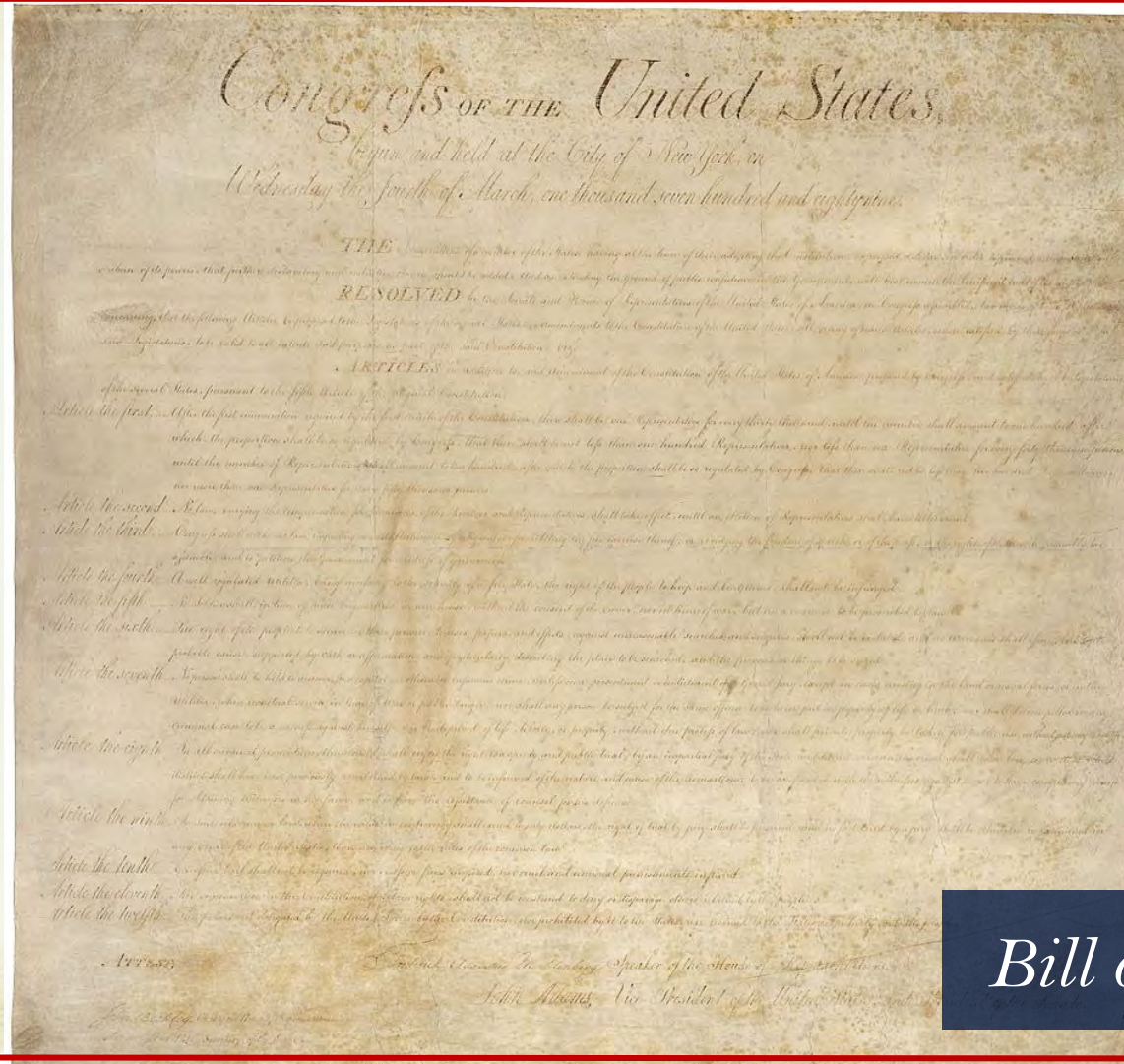
## Trust Across Cultural Differences



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

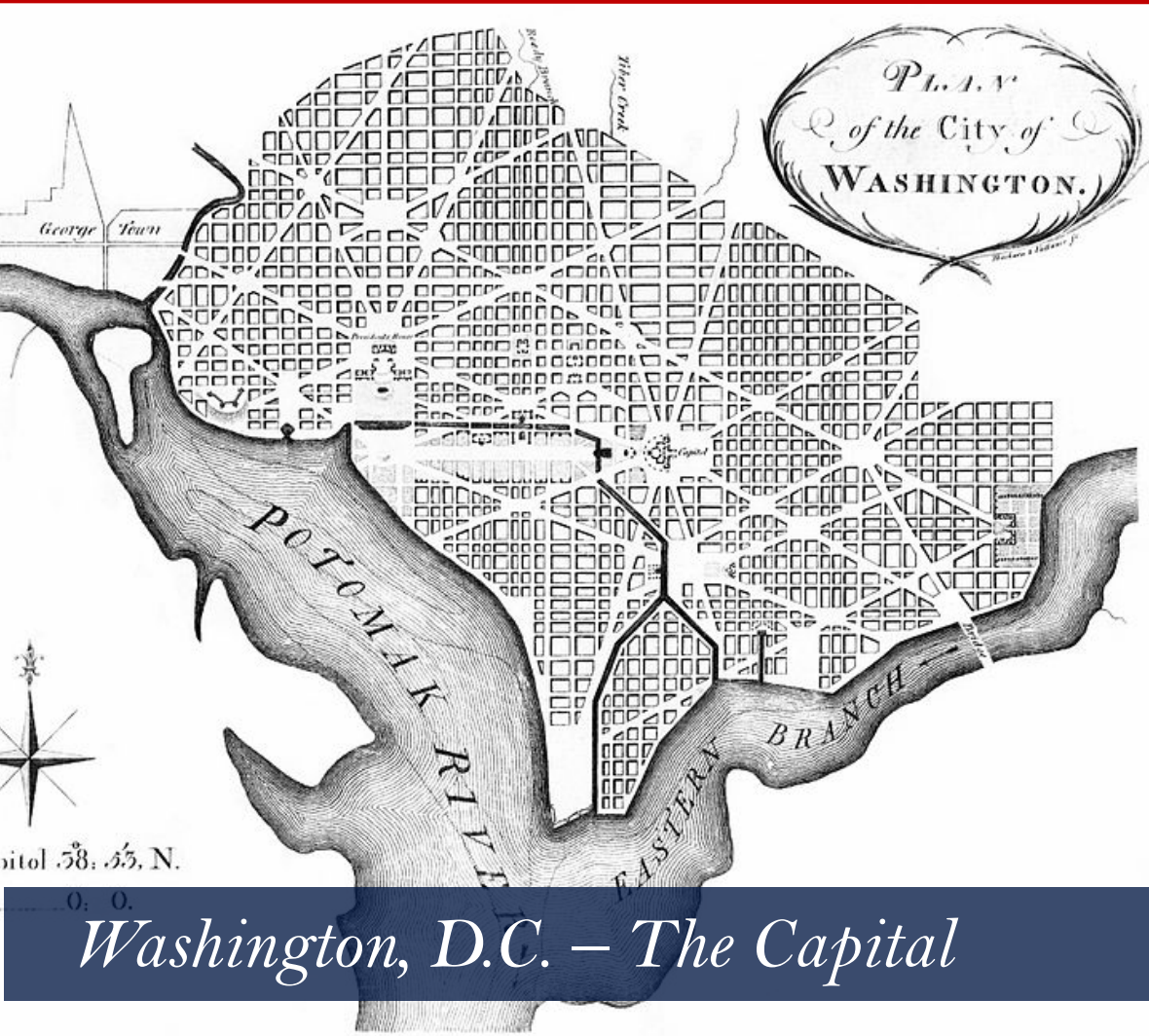


## Bill of Rights

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# COLLABORATION OFTEN REQUIRES SPECIFIC COMPROMISE



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# 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

# 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





# DISCUSSION