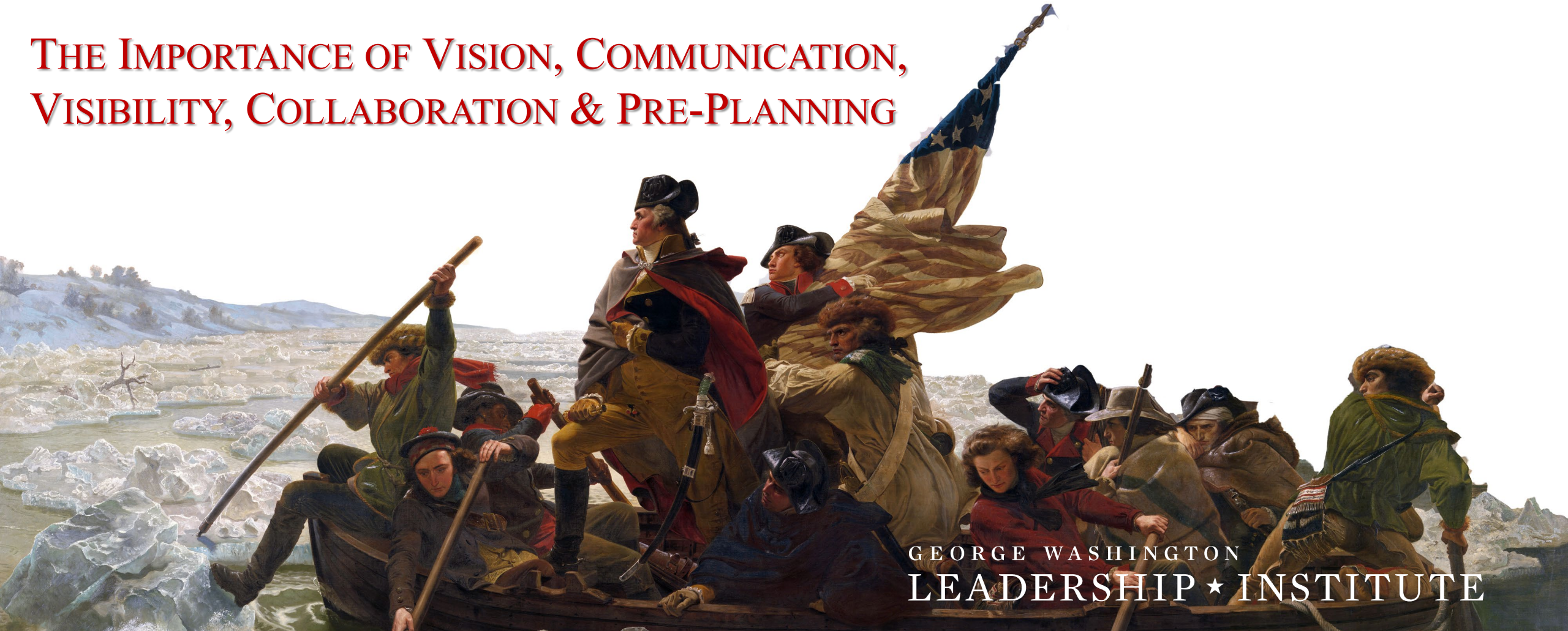


SCAC ANNUAL CONFERENCE

WASHINGTON, LINCOLN, ROOSEVELT, CHURCHILL: SUCCESSFULLY LEADING & MANAGING THROUGH CRISIS

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

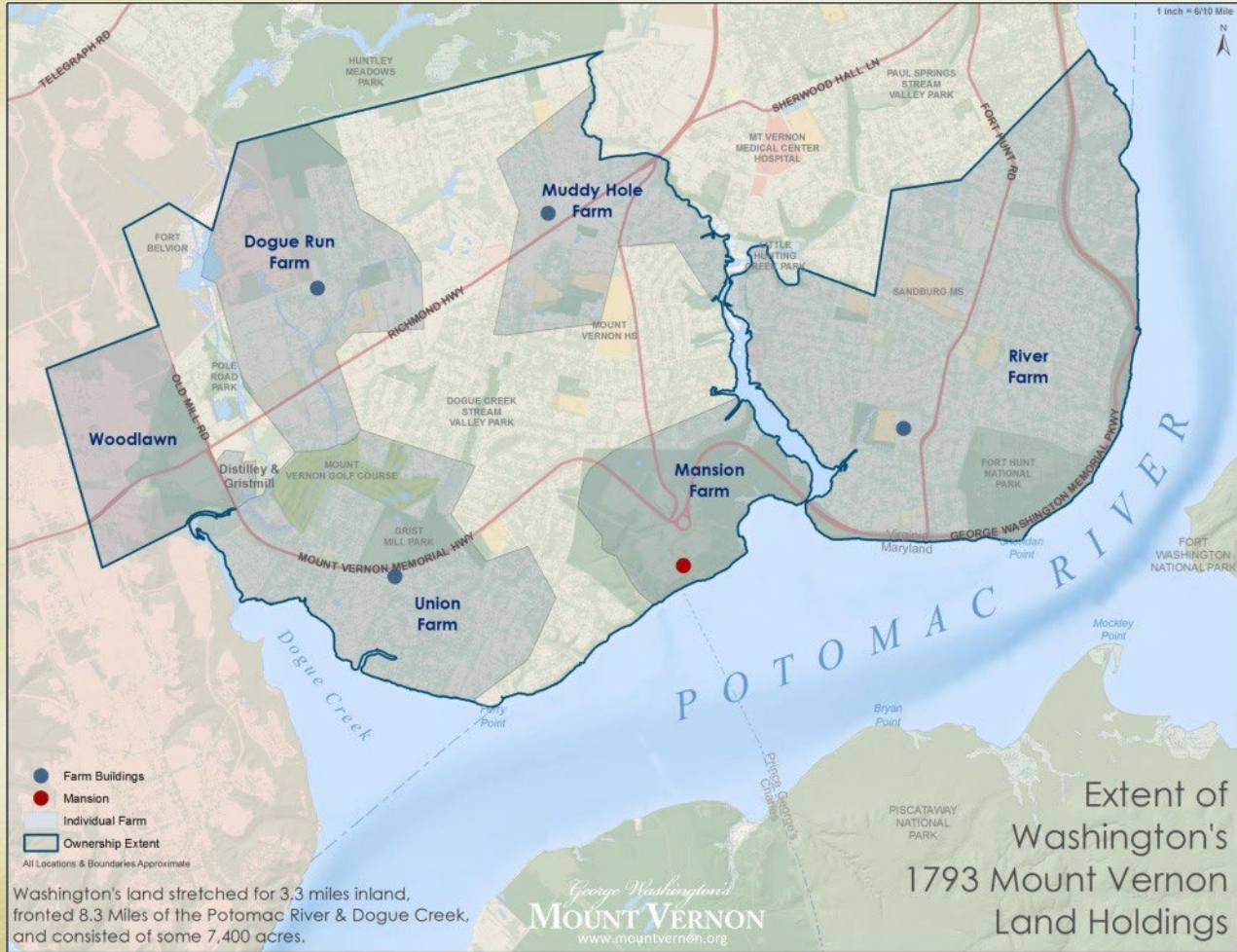


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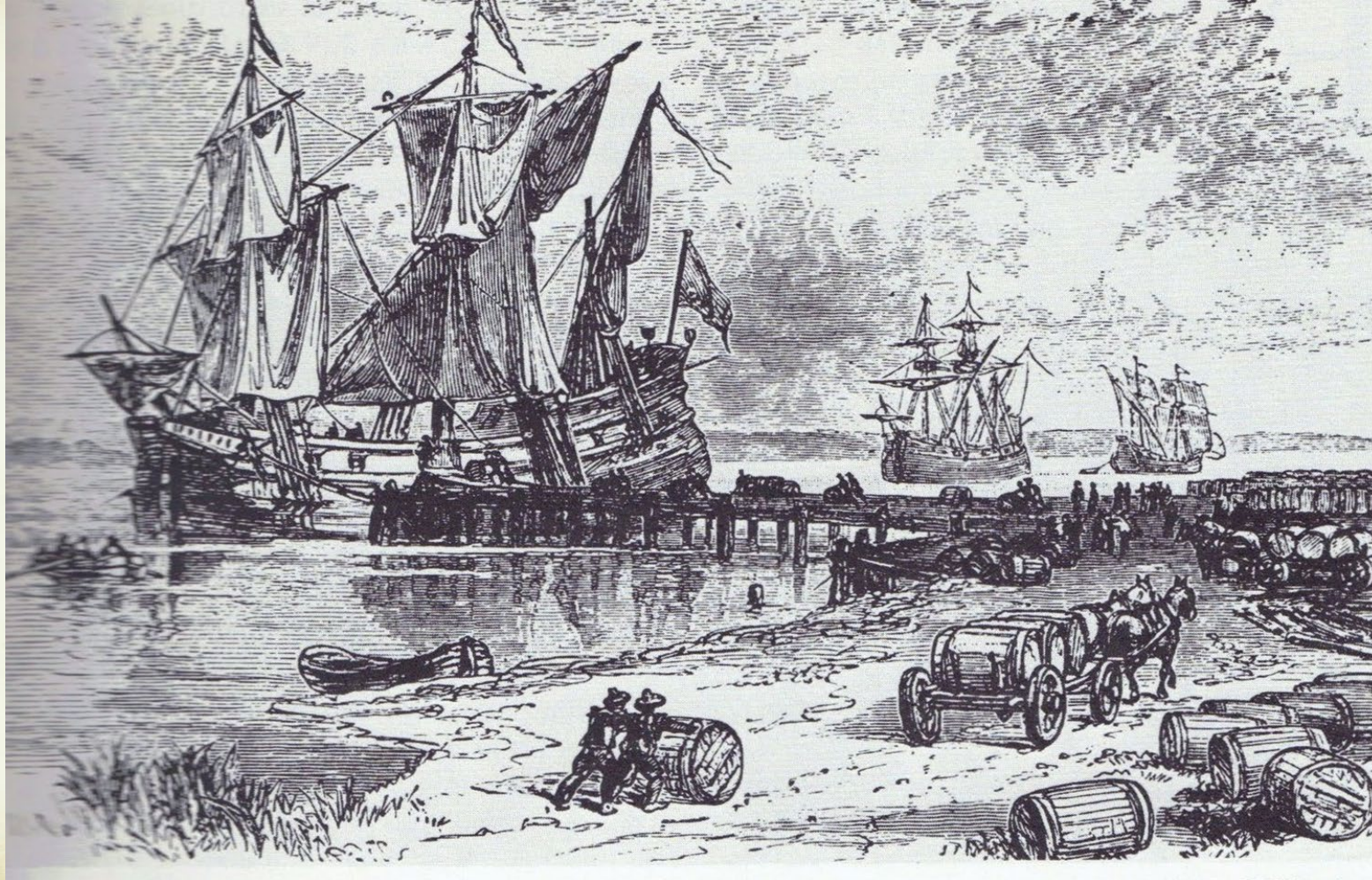
First job: Surveyor of Culpeper County



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: 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]

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



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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

WASHINGTON'S FOCUS ON CIVILITY

110 Rules of Civility and Decent Behavior Copied by George Washington as a child.
Jesuits 1595

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

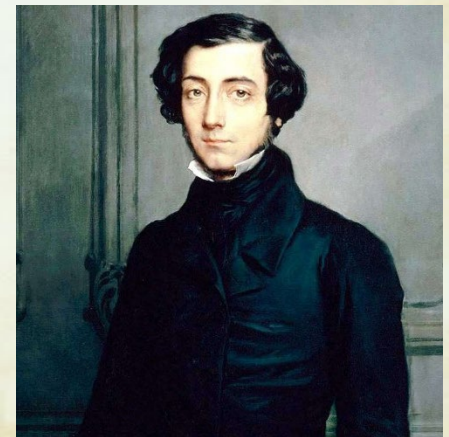
“As nothing is of more importance than the education of youth, so consequently nothing can be more laudably beneficial than the association which is formed in Alexandria.”



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



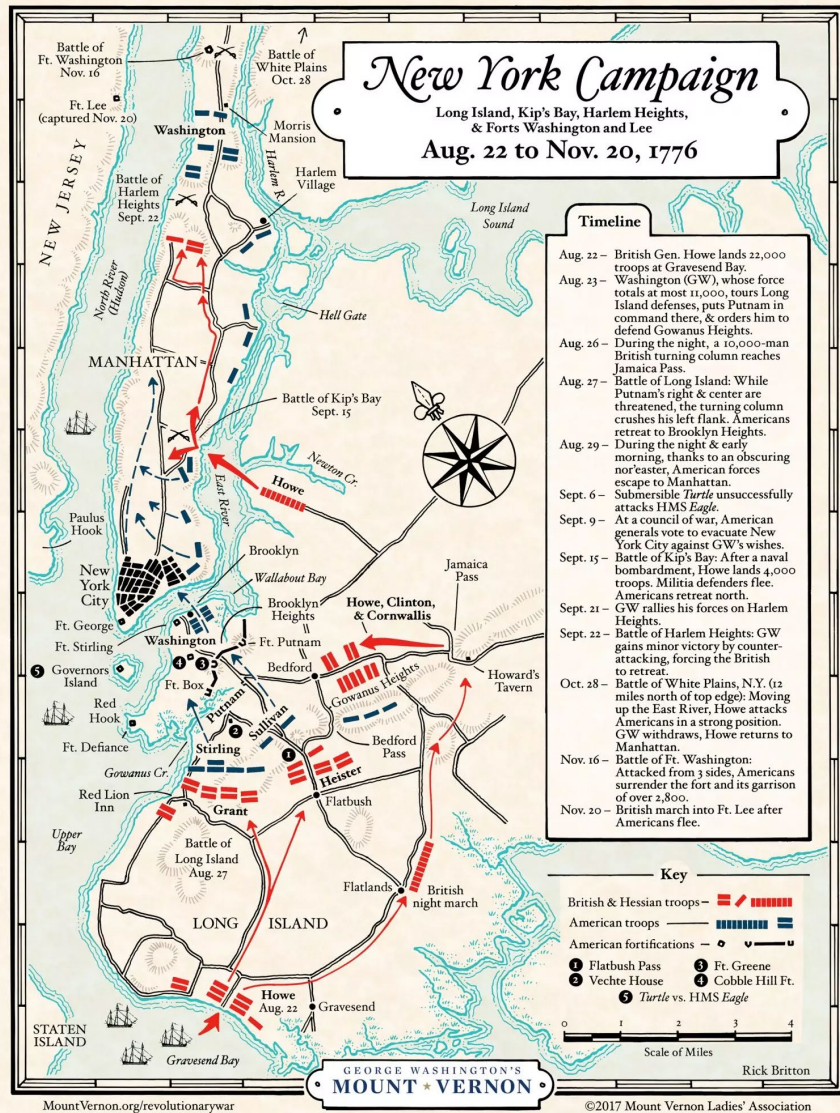
July 9, 1755

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.



GEORGE WASHINGTON
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WASHINGTON: ENCOURAGED & REQUIRED CIVIL PARTICIPATION

"It may be laid down as a primary position, and the basis of our system, that every Citizen who enjoys the protection of a free Government, owes...even his personal services to the defence of it." –Letter to Alexander Hamilton, 1783

- Present crisis demonstrates government can't do it all
- Individuals and all sectors must contribute
- Private sector innovation and responsiveness essential
- Each company/organization can make a difference

"However [political parties]...are likely...to become potent engines, by which cunning, ambitious, and unprincipled men will be enabled to subvert the power of the people and to usurp for themselves the reins of government, destroying afterwards the very engines which have lifted them to unjust dominion." – Washington's Farewell Address

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

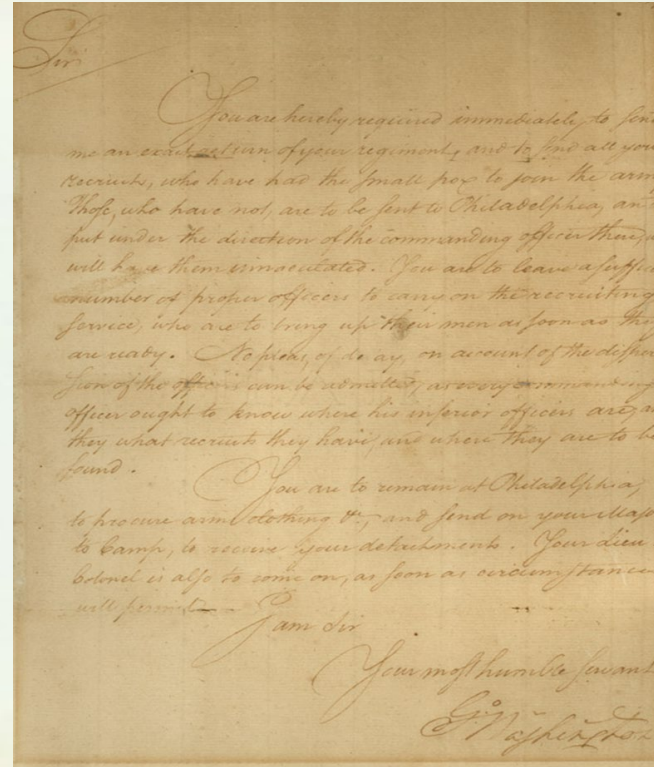
- Early effort to control anxiety, fear
- Effective communication: frank but positive
- Visibility, resolve, and determination
- An initial plan – demonstrated an early way forward
- Long term plan – coupled with persistence
- Pre-planning essential when possible
- Forged collaboration and team work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

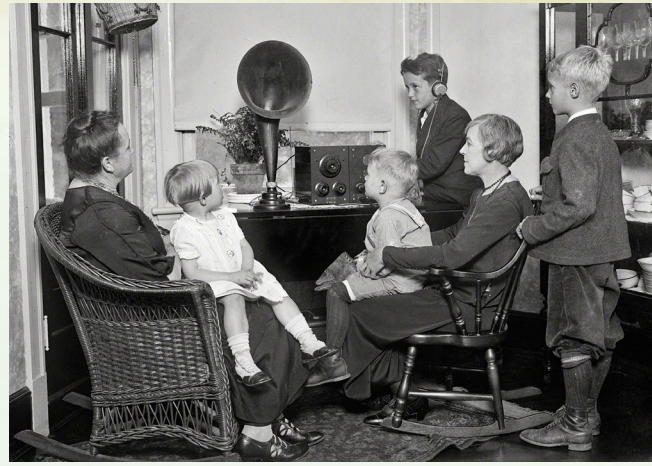
Crisis – Understanding, Controlling, Channeling Anxiety and Fear

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

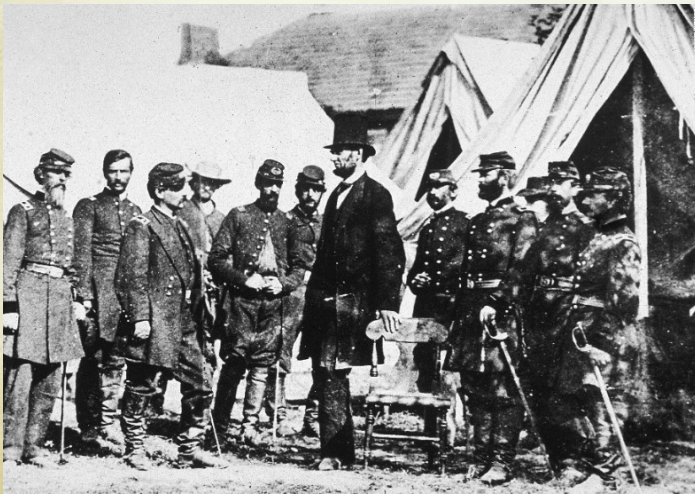
Communication and Visibility



**Washington at
Valley Forge**



**Roosevelt's
Fireside Chats**



**Lincoln Early
in the Civil
War**



**Churchill
Addresses Britain**

COMMUNICATION ESSENTIAL TO LEADING/MANAGING CRISES

Washington utilized many forms of communication

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

Adjusted to his audience and the situation

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

A great listener – 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."



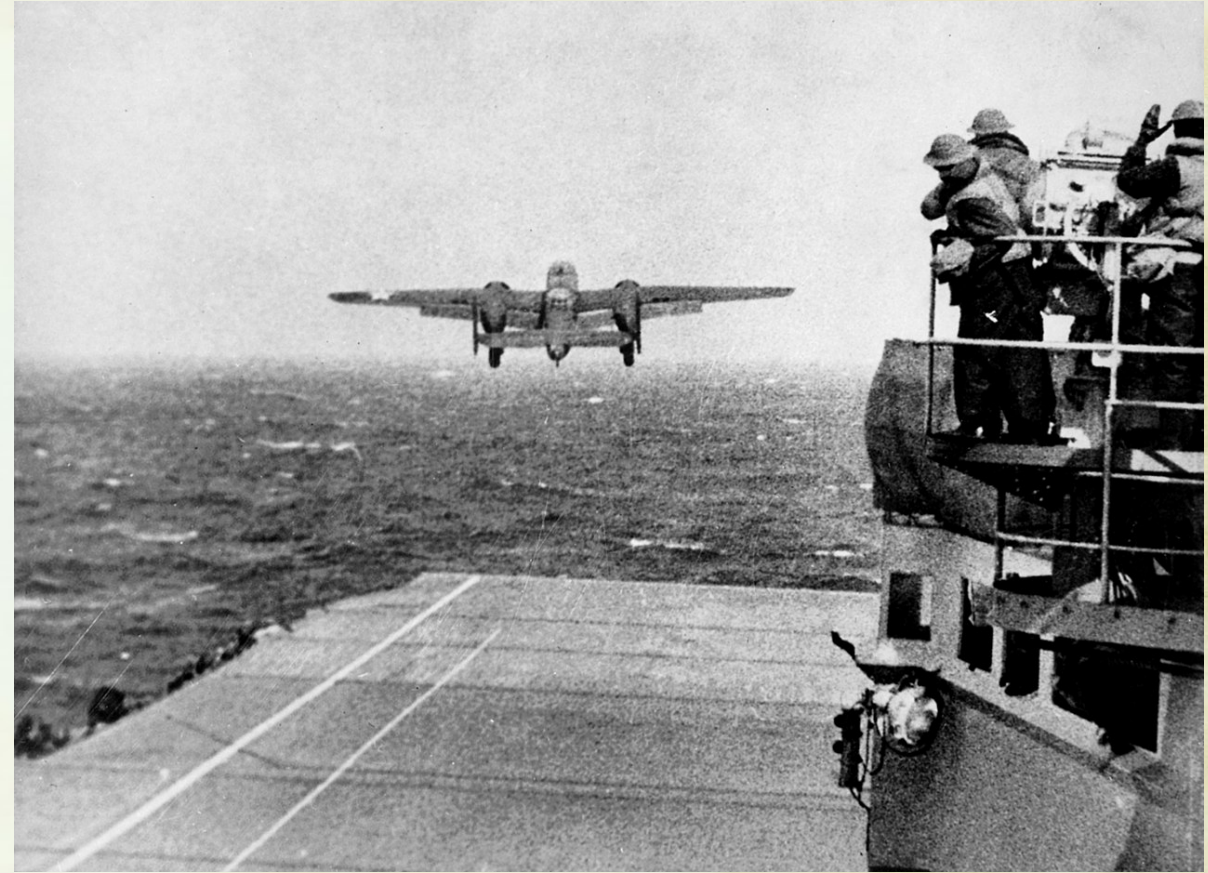
"The only thing we have to fear is fear itself."



"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."

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.

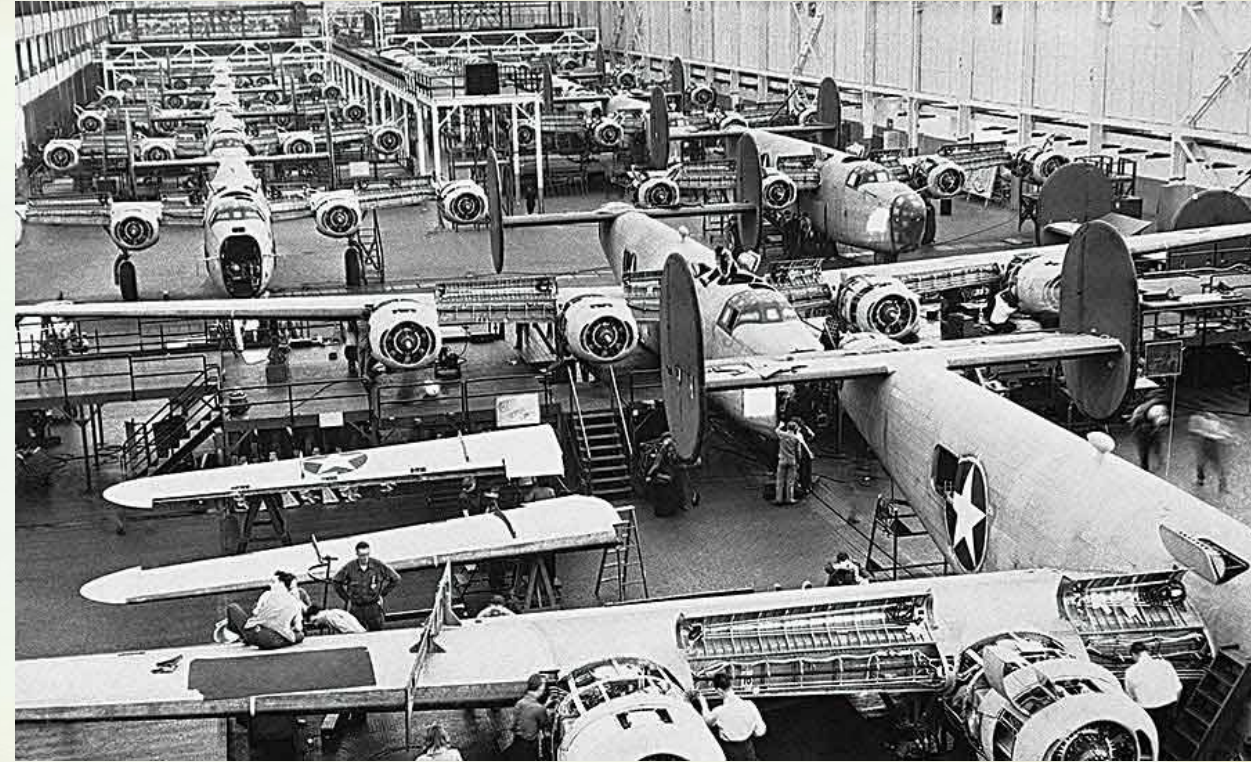
Long Term Plan – Essential but Harder

- 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

Q	Q	Q	Q	Q
hilt 484	quack 332	rebellion 581	thief 629	uncommon 676
honest 482	quail 532	recession 582	thigh 630	unfriendly 677
humble 483	quail 532	recessible 583	thing 631	unfriendly 678
humble 484	quail 532	recessment 584	thigh 632	W
humble 485	quail 532	recessment 585	thigh 633	W
humble 486	quail 532	recessment 585	thigh 634	W
humble 487	quail 532	recessment 585	thigh 635	W
humble 488	quail 532	recessment 585	thigh 636	W
humble 489	quail 532	recessment 585	thigh 637	W
humble 490	quail 532	recessment 585	thigh 638	W
humble 491	quail 532	recessment 585	thigh 639	W
humble 492	quail 532	recessment 585	thigh 640	W
humble 493	quail 532	recessment 585	thigh 641	W
humble 494	quail 532	recessment 585	thigh 642	W
humble 495	quail 532	recessment 585	thigh 643	W
humble 496	quail 532	recessment 585	thigh 644	W
humble 497	quail 532	recessment 585	thigh 645	W
humble 498	quail 532	recessment 585	thigh 646	W
humble 499	quail 532	recessment 585	thigh 647	W
humble 500	quail 532	recessment 585	thigh 648	W
humble 501	quail 532	recessment 585	thigh 649	W
humble 502	quail 532	recessment 585	thigh 650	W
humble 503	quail 532	recessment 585	thigh 651	W
humble 504	quail 532	recessment 585	thigh 652	W
humble 505	quail 532	recessment 585	thigh 653	W
humble 506	quail 532	recessment 585	thigh 654	W
humble 507	quail 532	recessment 585	thigh 655	W
humble 508	quail 532	recessment 585	thigh 656	W
humble 509	quail 532	recessment 585	thigh 657	W
humble 510	quail 532	recessment 585	thigh 658	W
humble 511	quail 532	recessment 585	thigh 659	W
humble 512	quail 532	recessment 585	thigh 660	W
humble 513	quail 532	recessment 585	thigh 661	W
humble 514	quail 532	recessment 585	thigh 662	W
humble 515	quail 532	recessment 585	thigh 663	W
humble 516	quail 532	recessment 585	thigh 664	W
humble 517	quail 532	recessment 585	thigh 665	W
humble 518	quail 532	recessment 585	thigh 666	W
humble 519	quail 532	recessment 585	thigh 667	W
humble 520	quail 532	recessment 585	thigh 668	W
humble 521	quail 532	recessment 585	thigh 669	W
humble 522	quail 532	recessment 585	thigh 670	W
humble 523	quail 532	recessment 585	thigh 671	W
humble 524	quail 532	recessment 585	thigh 672	W
humble 525	quail 532	recessment 585	thigh 673	W
humble 526	quail 532	recessment 585	thigh 674	W
humble 527	quail 532	recessment 585	thigh 675	W
humble 528	quail 532	recessment 585	thigh 676	W
humble 529	quail 532	recessment 585	thigh 677	W
humble 530	quail 532	recessment 585	thigh 678	W
humble 531	quail 532	recessment 585	thigh 679	W
humble 532	quail 532	recessment 585	thigh 680	W
humble 533	quail 532	recessment 585	thigh 681	W
humble 534	quail 532	recessment 585	thigh 682	W
humble 535	quail 532	recessment 585	thigh 683	W
humble 536	quail 532	recessment 585	thigh 684	W
humble 537	quail 532	recessment 585	thigh 685	W
humble 538	quail 532	recessment 585	thigh 686	W
humble 539	quail 532	recessment 585	thigh 687	W
humble 540	quail 532	recessment 585	thigh 688	W
humble 541	quail 532	recessment 585	thigh 689	W
humble 542	quail 532	recessment 585	thigh 690	W
humble 543	quail 532	recessment 585	thigh 691	W
humble 544	quail 532	recessment 585	thigh 692	W
humble 545	quail 532	recessment 585	thigh 693	W
humble 546	quail 532	recessment 585	thigh 694	W
humble 547	quail 532	recessment 585	thigh 695	W
humble 548	quail 532	recessment 585	thigh 696	W
humble 549	quail 532	recessment 585	thigh 697	W
humble 550	quail 532	recessment 585	thigh 698	W
humble 551	quail 532	recessment 585	thigh 699	W</

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:

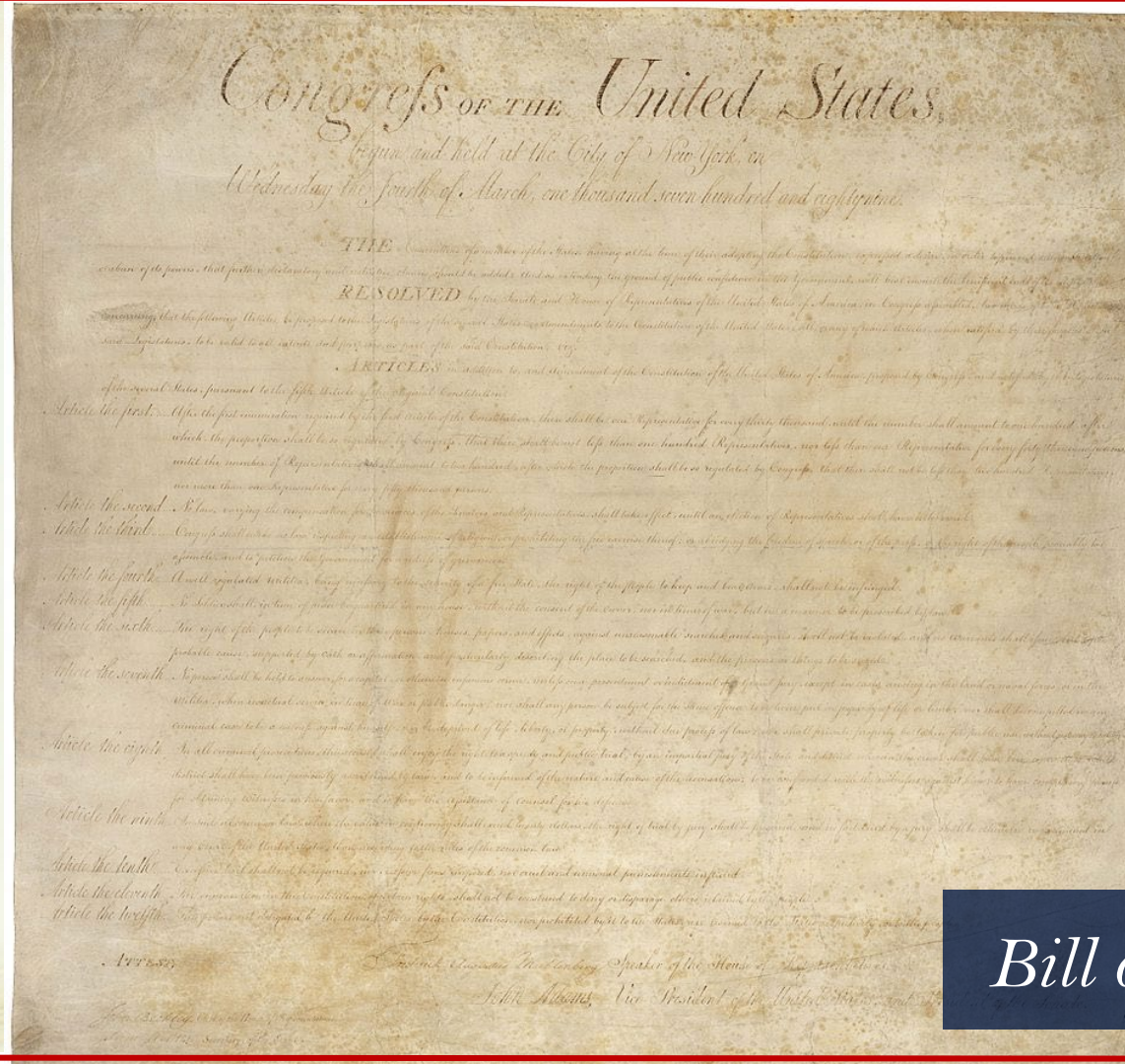
- **Military Collaboration** – Washington/Rochambeau decision to attack Yorktown
- **Legislative Collaboration** – Constitution/Bill of Rights
- **Political Collaboration** – Washington DC/National Bank
- **Quiet Collaboration** – Washington's daily dinners during the Constitutional Convention

YORKTOWN: COLLABORATION REQUIRES LISTENING AND TRUST

Washington
consults with
French General
Rochambeau –
Trust across
cultural
differences



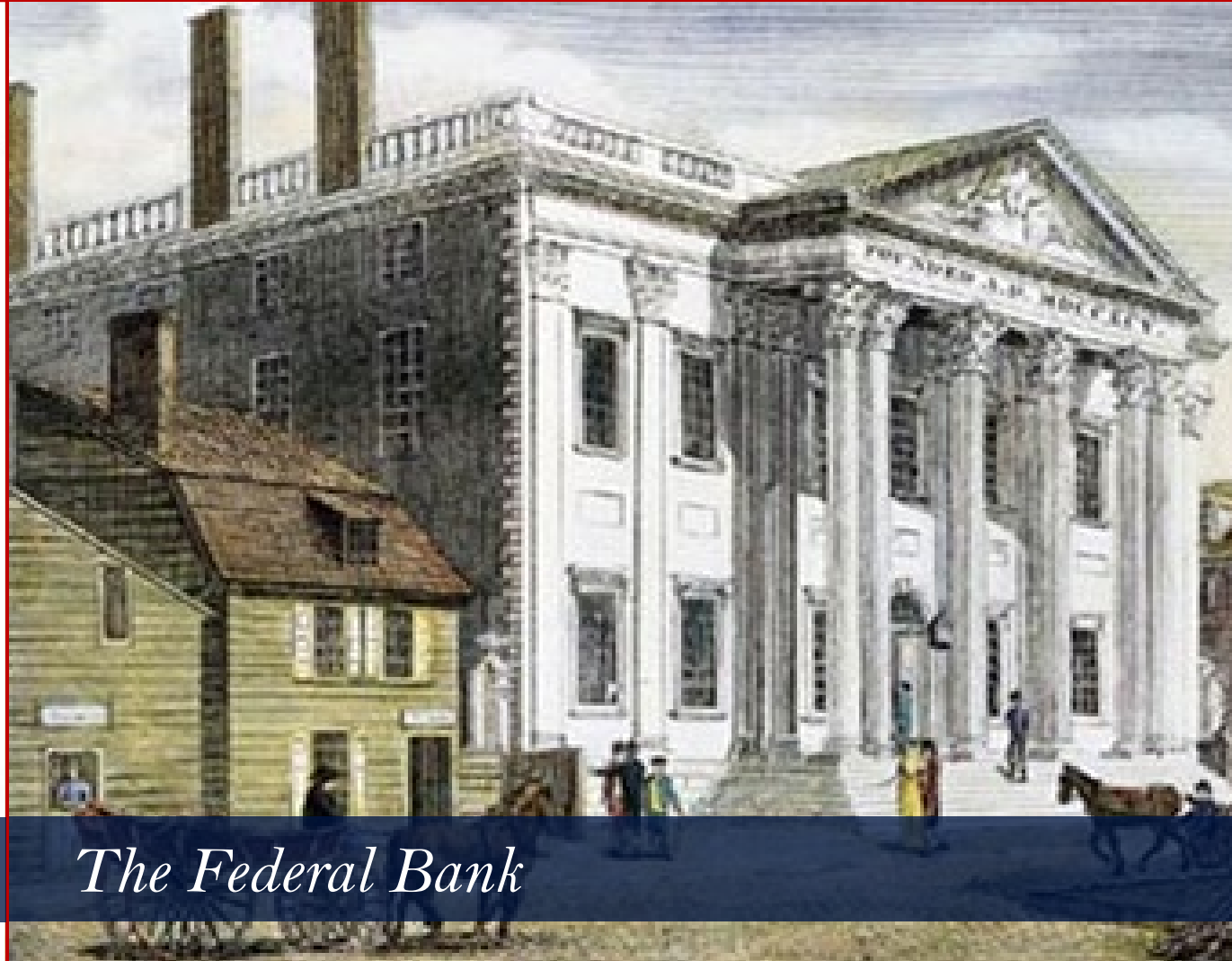
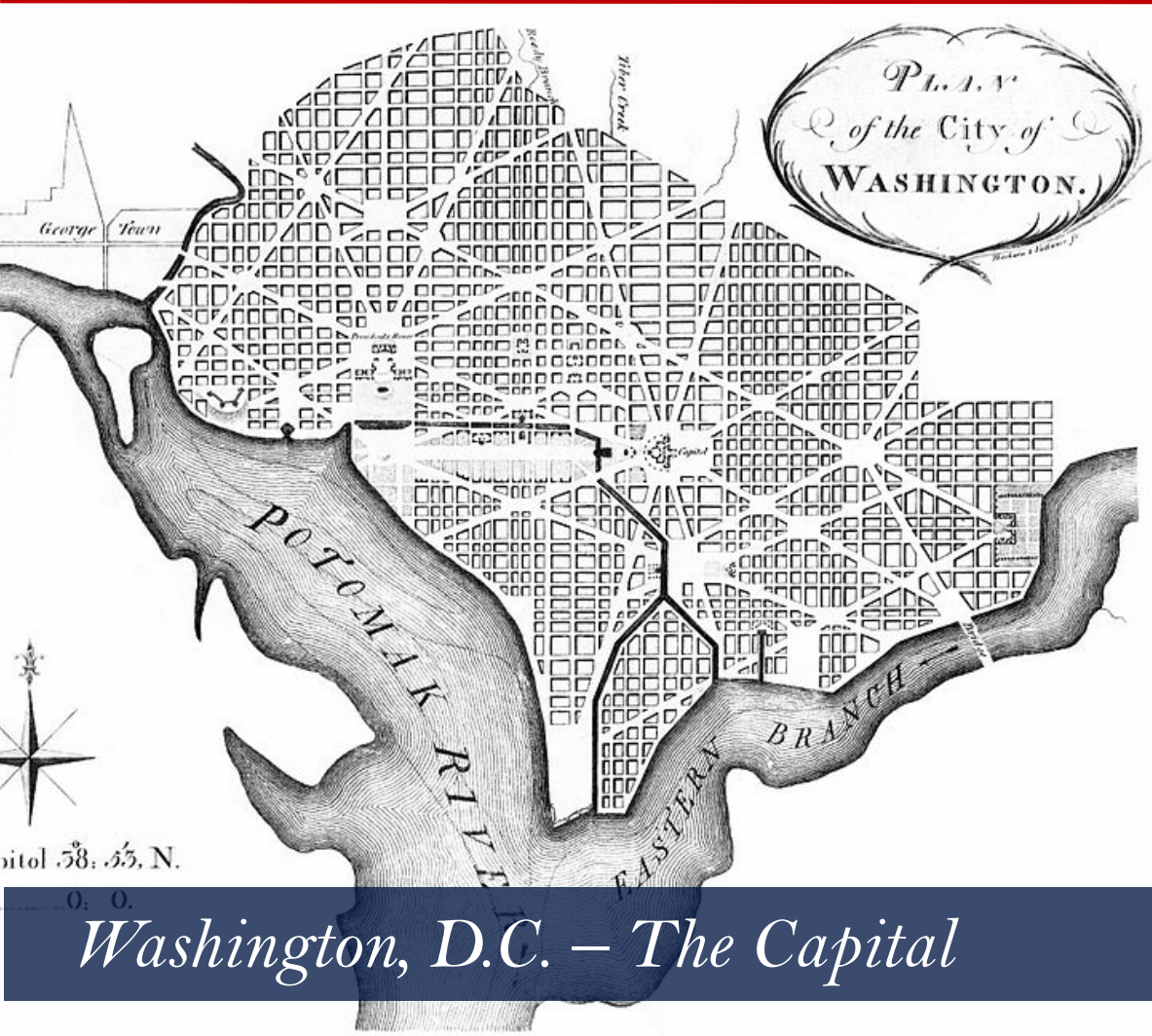
COLLABORATION REQUIRES UNDERSTANDING, TRUST, AND ACCURATE PERCEPTION – POLITICAL, CULTURAL, SOCIETAL



Bill of Rights

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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

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