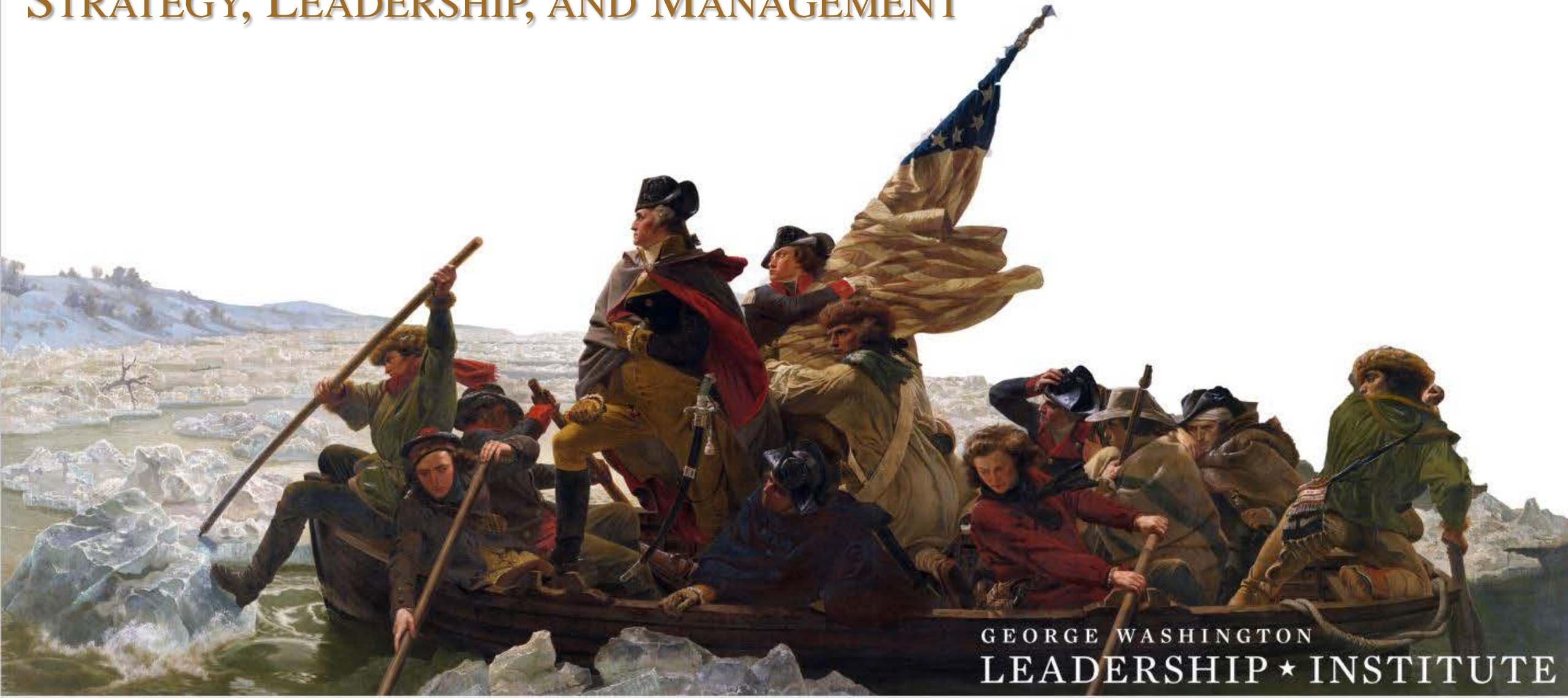


UNITED FOR VICTORY:

WASHINGTON'S INTEGRATED APPROACH TO STRATEGY, LEADERSHIP, AND MANAGEMENT

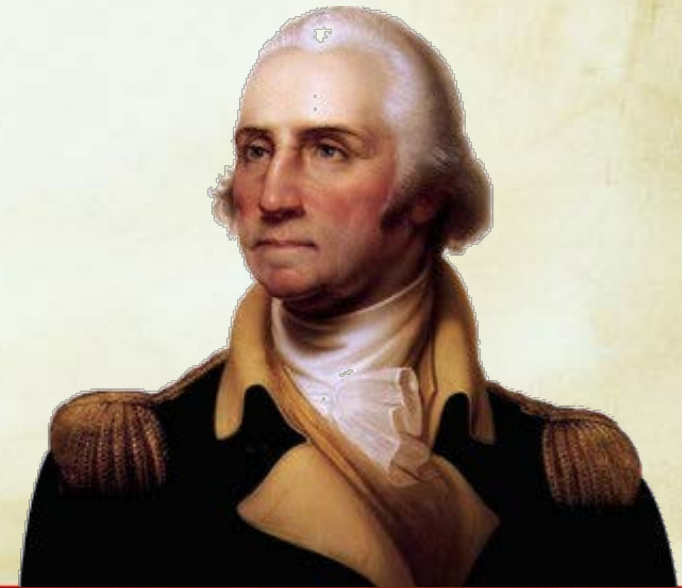


GEORGE WASHINGTON
LEADERSHIP ★ INSTITUTE

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's Approach to Strategy

Strategic Vision – Integrate the mission with reality

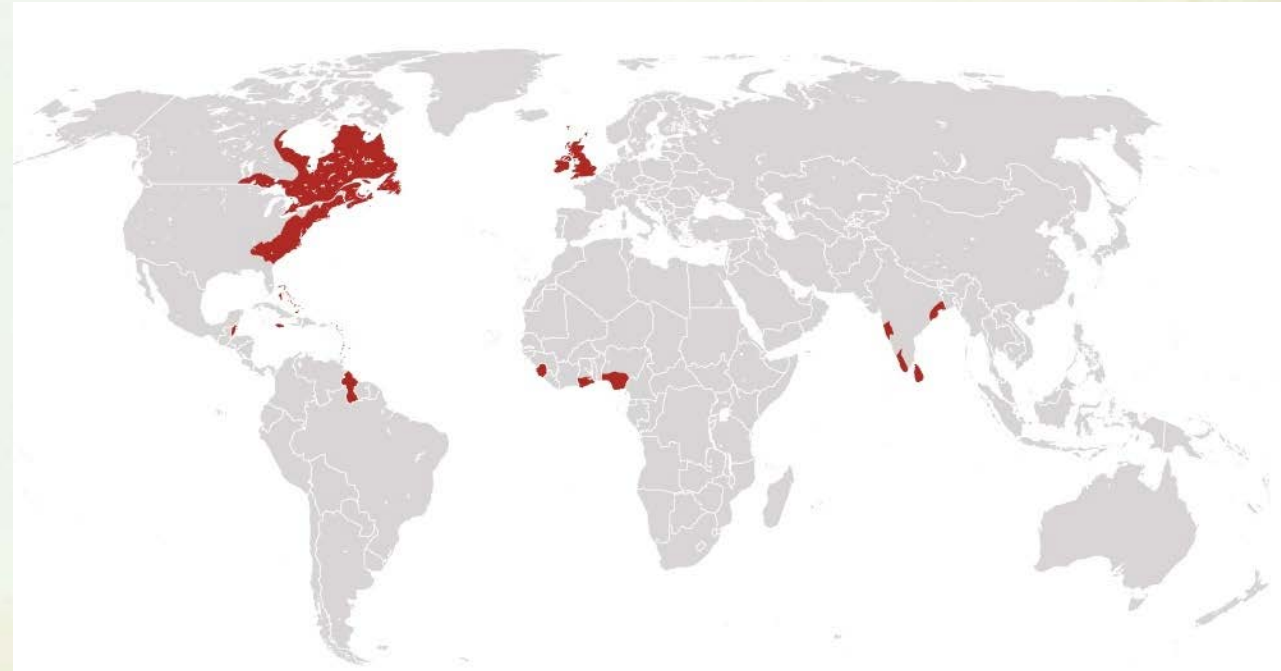
Strategic Planning – Set goals and relevant objectives

Strategic Execution – Commit to masterful execution

Strategic Patience – Pick the right moment for action

Strategic Agility – Respond effectively to change or opportunity

Strategic Allocation – Resources are always scarce



- *Overstretch the British empire to win the war, but how?*

Washington's Approach to Strategy

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- *Win the war with a united country under a democratic republic, protected by a citizen-soldier army*

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- *Train an army with little prior experience*

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

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- *Halt an attack on New York in favor of Yorktown*

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Nathanael Greene



marquis de Lafayette



Henry Knox

- *Make difficult personal decisions with the mission first in mind*

Integrating Leadership and Management with Strategy



The Constitutional Convention, 1787:

- **Valued Intelligence** – Sought opinions about public sentiment in the various states
- **Decisive** – Helped assemble the Convention at the right moment
- **Visibility and Credibility** – Lended confidence in the Convention through his participation
- **Listening and Self-control** – Worked to mediate disputes between partisans even when it went against his policy preferences

Integrating Leadership and Management with Strategy

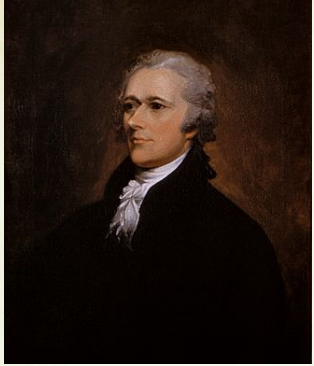
Recommendation



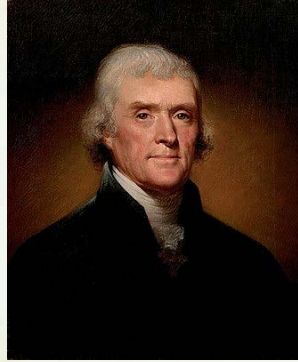
Presidential Tours, 1789 (North) and 1791 (South):

- **Communication and Team Building** – Conducts two listening tours to build confidence in the Federal Government and presidency
- **Perception and Motivation** – Tours help Washington sell trust in the new government and promote the idea of a more inclusive citizen-based society
- **Delegation** – Left his cabinet in charge while away from the capital

Integrating Leadership and Management with Strategy



*Alexander Hamilton –
Treasury*



*Thomas Jefferson –
State*



*Henry Knox –
War*



*Edmund Randolph –
Attorney General*

The First Cabinet

- **Managing Conflict** – Dealt with cabinet disagreements and start of political parties
- **Articulation of Vision** – Made sure his Cabinet understood “commander’s intent”
- **Masterful Execution** – Held executive branch to a high standard
- **Fundamentally Optimistic** – Even his Farewell Address is grounded in positive outlook for the new nation



DISCUSSION