

THE GENERAL'S

spectacles



"I find that I have grown not only gray but blind in the service of my country." —GENERAL GEORGE WASHINGTON

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A Strange Soup

Brace yourself. Here's what Jeremiah Greenman and a few of his buddies were reduced to eating in late October 1775: a soup made from the head of a squirrel, a handful of candle wicks, and pieces of a dog. They boiled the ingredients. The miserable meal kept them going.



1775

Greenman's group stayed together despite rivers swollen with melting ice, forests clogged with snow drifts, and equipment that quickly proved useless.

They were part of a rag-tag band of American soldiers. Their assignment was to march from Newburyport, Maine to Quebec, Canada and seize the town in the name of George Washington and the rebellious United States.

Greenman and his comrades trudged on with few supplies, bad planning, and confused logistics. They scraped and scrounged their way in overcoming incredible odds. Why?

Three simple yet profound reasons: they believed in each other, in what they were doing, and in the person who led them.

These three points are just as vital to us today as they were to Jeremiah Greenman. Greatness can be achieved in hard times if you and your followers pack the three points.

For a surprise look at the leader of Jeremiah Greenman, go to my website at www.historicalsolutions.com and click on The What-If History Lab. Find "Greenman's Leader." Enjoy!

When resources run short, your followers must believe in something beyond the immediate.

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All the best, DTM •

A HISTORICAL SOLUTIONS PUBLICATION

March 4
1865

The Speech You Must Read

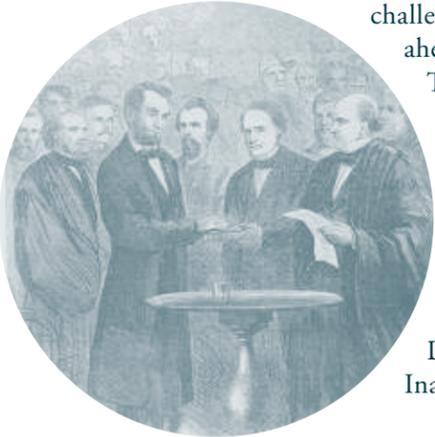
Go on Google and type in “Abraham Lincoln Second Inaugural Address.” Find one of the items with the text of the speech. Click it. Read it. You’ll thank me. And don’t forget the anniversary of the speech is upon us—March 4, 1865 was the day he delivered the speech.

1865

It’s one of the shortest presidential inaugural speeches in American history. But that’s not what I want you to take from the speech. I want you to think about the aspects of leadership embedded in Lincoln’s words.

2 *“That’ll scour,” he said after finishing the speech. That meant he knew it was good.*

First, Lincoln handled success well. A Union victory in the Civil War, while not guaranteed, was on the horizon. Incredibly, Lincoln didn’t claim credit. He barely mentioned winning at all. He thought it more important to offer a hand to a foe, to be humble, grateful, and sorrowful all at the same time. Second, Lincoln knew what he didn’t know. He was as open to other explanations, other points of view, as he was certain of his own. He couldn’t explain everything and didn’t worry about the appearance or impression it left with people when he said as much. Some things occurred which no one understood. The



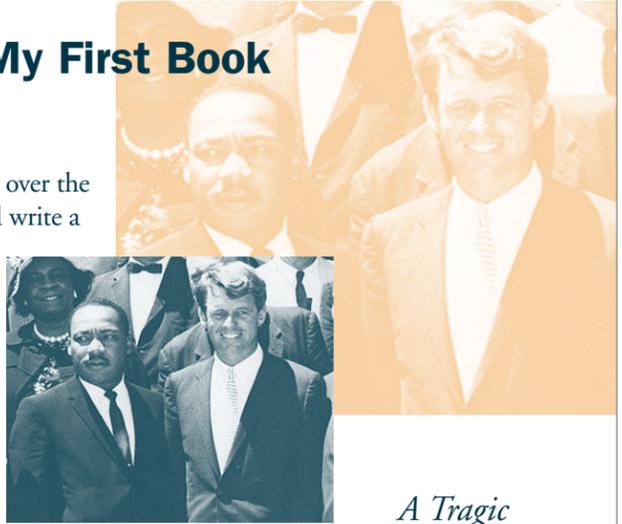
challenge was for everyone was to press ahead into the continued unknown. Third, Lincoln drew ideas and imagery from sources that were important to him and his listeners. He used the Bible in a couple of ways. One was for quotes. The other was for tone and pacing. In both cases, the source served him well.

Do you have your own Second Inaugural? I’ll bet it’s inside you. •

Coming Soon: My First Book

Many of you have asked me over the past few years when I would write a book. I’m happy to say, “Here it is!”

An assassin murdered Martin Luther King, Jr. in Memphis, Tennessee on April 4, 1968. Hundreds of miles away in Indianapolis, six leaders grappled with the effects of this tragic turn of events. Their stories offer rich lessons for you as a leader. Their stories are an untold side of this fateful day.



1968

Who are the six leaders? You’ll have to wait and see. Most of you know me well enough by now to understand that I couldn’t resist such a dramatic pause. Rest assured, I think you’ll be interested and intrigued with the six leaders that I’ve chosen to feature in the book. More importantly, I think you’ll see several revealing perspectives on leadership.

The book will be brief and easy to read. My goal is that you could tuck it into a brief case, purse, or backpack and read it in one sitting, perhaps on a long plane ride, for example. I’ve left out footnotes and other cumbersome academic scaffolding. However, I included a list of my research sources.

The book will (hopefully) embody that type of “applied history” that you’ve come to expect from this newsletter and my seminar sessions. Moreover, I think you’ll also see the personal, story-based approach that characterizes much of my work.

This first experience in writing a book was very satisfying. I’m certain that more books will follow. I already have at least two more that are close to manuscript form. I’m indebted to each of you for your support, interest, and good cheer. Thank you. •

3 *A Tragic Turn: Six Leaders and the Death of Martin Luther King, Jr.*



This should be scribbled on a post-it note and stuck to Senator Hillary Clinton's Blackberry— "take time to learn a little more about Katharine Graham."

Graham became a formal leader because of her husband, Phil. He was co-owner and chief executive officer of the Washington Post Company, Inc from 1955 to 1963. Though a loving husband and father, Phil Graham suffered from untreated bipolar disorder. He subjected Katharine to marital infidelity, verbal assaults, and routinely scorned and belittled her. In 1963, Phil killed himself.

The Post's board agreed that widow Katharine Graham would succeed her dead husband. To everyone's surprise, including her own, Katherine Graham proved to be one of the most effective corporate leaders in America over the next quarter-century.

Here's what I think Hillary Clinton should take away from Katharine Graham's experience:

- Establish a clear, clean difference between yourself and your husband. Katharine Graham was convinced her husband pursued several avenues as the Post's leader that were contrary to her deeper family legacy and heritage.
- Recognize that you don't have all the answers. Draw on a variety of sources for new information and insights—Katharine Graham gathered "do's and don'ts" from other industries and walks of life.
- Be gracious in both strife and success. Katharine Graham waged several fierce struggles as a leader. People around her saw that toughness and graciousness weren't mutually exclusive. •

*Katharine
Graham
knew a
thing or
two about
a spouse's
impact on
one's
leadership.*

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2008

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