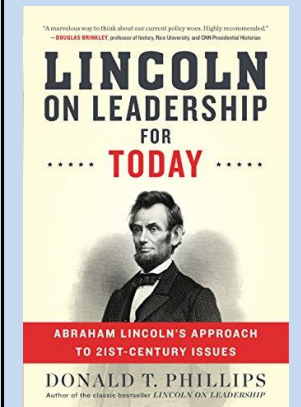
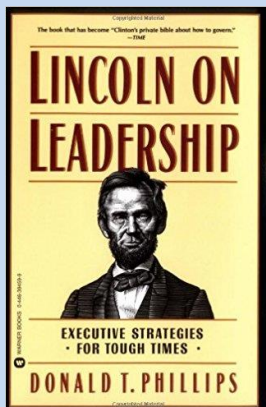


Lincoln On Leadership for Today Donald T. Phillips

Reviewed by Peter Braeuler



About the Author –

Donald Phillips was born in 1952 and grew up in the Washington, D.C. area. He has written over 20 books telling stories to bring history alive. He is best known for his Leadership trilogy on Lincoln, the Founding Fathers and Martin Luther King Jr. He has served in local city government.

About the Book

Phillips story begins with a 9-year-old Abraham Lincoln at his mother's deathbed and takes us through his assassination. This updated version of his 1992 book adds his perspectives on how Lincoln might view current issues. We learn about his leadership style through specific examples. Even with these specifics, application still requires trial and error, failure, and some pain.

The original book focuses on sixteen principles of leadership and share many stories and examples from a deep assessment of Lincoln being careful to focus on direct quotes and stories and avoiding the many spurious stories and quotes that can be found.

In the updated book from last year, Phillips shares many new stories and examples and relates these to 21st century issues giving us a glimpse of how Lincoln might have handled these most pressing issues.

Has much changed in 156 years? Lincoln described Washington, D.C. as filled with politicians “a set of men, who have interests aside from the interests of the people, and who, to say the most of them, are, as a mass, at least on long step removed from being honest men.” P. 276

BLUE SKY LEADERSHIP CONSULTING | 210-219-9934 | PETER@BLUESKYLEADERSHIP.COM

*Blue Sky Leadership Consulting works with organizations to leverage Strategic Thinking and Execution Planning and we encompass many of the principles in these books into our **Four Decisions™** methodology and development of your company's **One Page Strategic Plans**. Need to grow top line revenue? Improve bottom-line profits? Build accountable and trusting teams? Improve cash flow? Develop leadership team members? Contact us for a free consultation*



Lincoln's timeline

-  1809 – Born in Kentucky February 12th to Nancy and Thomas Lincoln
-  1818 – Nancy Hawk Lincoln died
-  1819 – Thomas married Sarah Bush Johnston, a widow with three children
-  1832 – Lincoln enlisted in the frontier militia and elected captain of his company
-  1832 – lost his first election (only time ever beaten by a direct vote of the people)
-  1833-4 – appointed postmaster New Salem, Illinois and county surveyor
-  1834 – elected to Illinois House of Representative (served 4 two-year terms)
-  1835 – Ann Rutledge dies
-  1836 – Lincoln applies for a license to practice law
-  1842 – Lincoln marries Mary Todd
-  1843 – Robert Todd Lincoln is born
-  1846 – Edward Baker is born
-  1847 – elected to US House of Representatives
-  1850 – Lost their 4-year-old son, Eddie, to Tuberculosis
-  1850 – William Wallace is born
-  1853 – Thomas (Tad) is born
-  1855 – Lost election for U.S. Senate
-  1858 – Lost election for Senate
-  1860 – Won election for President (81 percent voter turnout; 180 electoral votes vs. 123 for his three opponents; 39.8 percent of popular vote – Douglas had 29.5%)
-  1861-2 – First Federal Income Tax (repealed after civil war and reinstated in 1913); first protective tariffs; Legal Tender act established first national paper money – greenbacks; National Banking System established; Homestead Act of 1862; Transcontinental railroad and telegraph line -completed in 1869; Land grant college act created framework for new system of higher education; established the Dept of Agriculture; abolition of slavery in D.C; Veterans Pension Act accounted for almost half of the federal budget;
-  1862 – Emancipation Proclamation issued
-  1862 – William Wallace dies in the White House
-  1863 – Enrollment Act – first military draft in U.S. history
-  1863 – Lincoln delivers the Gettysburg Address
-  1864 – Reelected President with 55% of the popular vote and 212 electoral votes out of 232
-  1865 – 7-minute inaugural address – 700 words
-  1865 – 13th Amendment ratified
-  April 14, 1865 – Abraham Lincoln was assassinated



Abraham Lincoln – grew up poor, always had a reputation for doing the right thing, became one of the worlds truly great leaders, respected by most, and his accomplishments and wisdom continue to impact us 150 years later. As the author points out, many of the issues Lincoln faced in his day are very similar to the turbulent issues of today. This book shares his leadership acumen and insights on how Lincoln might have addressed the issues of our day.

Quotes (not all from these books)

“Be good to one another.” Were the last words 9-year-old Abraham Lincoln heard from his mother. His moral and ethical character were his foundation.

On being influential: “If you would win a man to your cause first convince him that you are his sincere friend.”

On flaws: “It has been my experience that folks who have no vices have very few virtues.”

On giving advice: “He has the right to criticize who has the heart to help.”

On Leadership: “Nearly all men can stand adversity, but if you want to test a man’s character, give him power.”

“Those who look for the bad in people will surely find it.”

“Whenever I hear anyone arguing for slavery, I feel a strong impulse to see it tried on him personally.” “Those who deny freedom to others deserve it not for themselves.”

“Whatever you are, be a good one.”

“Get books, sit yourself down anywhere, and go to reading them yourself.” “My best friend is a person who will give me a book I have not read.”

“Better to remain silent and be thought a fool than to speak out and remove all doubt.”

“Do I not destroy my enemies when I make them my friends?”

He was a natural leader, exceptionally curious, a life-long learner, and from an early age a great story teller and peace maker.

His first significant move toward the elimination of slavery occurred in 1849 while he served in Congress and he proposed a resolution to ban slavery in the nation’s capital. It failed. P31. In 1854 the Kansas-Nebraska act was introduced by Stephen Douglas and passed. He decided then to take a middle position and support containment of slavery. He did not attack those involved; he always had empathy for those who thought differently from himself and chose to argue on moral grounds. P. 54-57



“By modern standards, Lincoln’s accomplishment would be regarded as no less than a miracle. There can be no doubt that Lincoln is the greatest leader this country, and perhaps the world, has yet known. He literally towers over such modern-day exemplars as Iacocca, Reagan, or Bush. There is no real comparison.” P.9

Part 1 – People

- 1) **Get out of the office and circulate among the troops.** (today it’s called MBWA ☺)

 - a) Lincoln spent most of his time among the troops. A natural wanderer; a lawyer who would go out and discover first hand what was going on.
 - b) He spent 75 percent of his time meeting with people and when he couldn’t get out he let people “wander” to him; the most accessible President the U.S. has ever known.
 - c) He visited hospitals, attended private funerals, called on Congress regularly, visited people in their environment and regularly received reports from trusted confidants and advisors.

- 2) **Build strong alliances**
 - a) He wanted to know how his people would respond in any given situation and for them to know how he would respond. This makes delegation easy, so people can make their own decisions.
 - b) He paid attention, listened, established trust. {William Seward, Sec of State; Edwin Stanton, Sec of War} spend time with them, get to know them and overcome personal differences and hard feelings.
 - c) Hear what people have to say, listen to those on the front line, be a kind and caring human being.
- 3) **Persuade rather than coerce**
 - a) “Though he was decisive, especially in the expansion of executive authority, he almost always rejected coercion as a means of attaining what he desired.” P.38 As he wrote in 1850: “Discourage litigation. PERSUADE your neighbors to compromise whenever you can.”
 - b) “Lincoln exercised competent leadership – he delegated responsibility and authority and empowered his subordinates to act on their own. {his great pain and anguish was that all his Generals failed except for Grant}
 - c) The art of persuasion was Lincoln’s most powerful skill.

Part 2 – Character

- 4) **Honesty and integrity are the best policies**
 - a) When his business partner died in 1835, Lincoln was left with a debt of \$1,100. (a huge debt at that time) which he repaid over many years.
 - b) “The architecture of leadership, all the theories and guidelines, falls apart without honesty and integrity.” P.52
 - c) Lincoln’s fundamental values: “the pursuit of liberty” and “equality”; continually appealing to everyone’s basic sense of decency and integrity; Lincoln always did the right thing, or at least attempted to do so. “Stand with anybody that stands right”.
- 5) **Never act out of vengeance or spite**
 - a) Great leaders display kindness and empathy vs. vindictiveness and animosity. “Lincoln through his stormy, turbulent tenure in office – whenever he had doubts, and there must have been many, he fell back on the foundation of his personality: honesty, integrity, compassion, and mercy.” P.59 He granted more pardons than any president had before him – or has since.



- b) Lincoln let it be known that there would be no vengeance sought against the South. In his second inaugural Address he ended with these words:

With malice toward none; with charity for all; with firmness in the right as God gives us to see the right, let us strive on to finish the work we are in, to bind up the nation's wounds, to care for him who shall have borne the battle and for his widow and his orphan, to do all which may achieve and cherish a just and lasting peace among ourselves, and with all nations.

6) Have the courage to handle unjust criticism

- a) Grace under pressure; Lincoln had faith and confidence in himself and didn't need ego-stroking or constant reinforcement to know that this course of action was proper. P.65 But telling it like it was brought a lot of unjust criticism and personal attacks. "Abraham Lincoln was slandered, libeled, and hated perhaps more intensely than any man ever to run for the nations highest office." P.66
- b) How he handled criticism and attacks: often he simply ignored the attacks as he had no time for it; he would not retaliate; stand up and defend especially false accusations damaging public view of his principles; would not back down on or compromise; write extended letters of refutation – and not send it; use humor and a sharp wit; perceive reality and deal with it accordingly; strong confidence and not allowing himself to be intimidated.

7) Be a master of paradox

- a) Lincoln has not been regarded as a leader with charisma, YET he was greeted with wild, frenzied cheering, thousands showed up for many 'events' and is charismatic even in death. P.77
- b) He was strikingly flexible yet a model of consistency. This dependability inspired trust and his flexibility enabled him to take the actions necessary to do what it took to preserve, protect and defend the Constitution. P. 78
- c) Paradoxes in Lincoln's leadership style – see page 79
- d) Lincoln managed his dark side of anger and frustration by avoiding conflict especially over insignificant matters.

Part 3 – Endeavor

8) Exercise a strong hand – be decisive

- a) The nation needed a leader's strong hand, and Lincoln provided it. He issued a call for troops, suspended the writ of habeas corpus, resupplied Fort Sumter which provided an opportunity for strong decisive action, did not call Congress into a special session for 3 months, and issued numerous "War Orders".
- b) Secretary of the Treasury – Salmon P. Chase wanted (obsessed) to be President and was a thorn in his side but was a competent and able administrator. If he did his job Lincoln let much be. He did take firm stands when necessary and Chase submitted his resignation 4 times. The last time on June 29, 1864, Lincoln surprised him, and accepted. P.94 Yet shortly thereafter he appointed Chase to be the new chief justice of the Supreme Court.



- c) Lincoln could make the tough decisions by understanding all the facts that were involved, often going out to get them, identifying a variety of possible solutions and consequences and ensuring the action taken was consistent with his administrative and personal policy objectives. He then effectively communicated his decision and implemented them. P.96

9) Lead by being led

- a) Lincoln clearly stood alone in making decisions especially crucial ones. Yet he was a master at giving the impression that he was following the lead of his subordinates. He was able to LISTEN to people, be guided by them, remain open minded and flexible. He was able to direct others by implying, hinting, or suggesting. P.100
- b) He also had feuding members of his team “locked” in a room until they made peace letting “them lead themselves out of the mess.” P.102
- c) Always give credit where it is due and accept responsibility when things go wrong; encourage innovation; praise and reward; His last public-address April 11, 1865 – “No part of the honor, for plan or execution, is mine. To General Grant, his skillful officers, and brave men, all belongs.” P.106

10) Set goals and be results-oriented

- a) Leaders must take charge, set clear direction and achieve results through action. Lincoln was always compulsively ambitious. His partner, William Herndon, noted he was “always calculating and planning ahead...was a little engine that knew no rest.”
- b) His goal was to preserve the United States of America. “And it was PROGRESS toward that goal that Lincoln demanded most...” P.110 He constantly set short term goals to provide focus. He did not shun conflict, instead resolved dissension in a timely manner.

11) Keep searching until you find your “Grant”

- a) In 1861, the U.S had a poorly trained and equipped army of 16,000 men and a 75-year-old General – Winfield Scott. Lincoln formulated war policy and directed tactical movements and began his search for a chief subordinate who craves responsibility, is a risk-taker, and most importantly, makes things happen.” P.115 It took 3 years and many Generals (11) who did not fit the bill.
- b) “Here is a Lincoln principle that modern leaders should not ignore. If your chief subordinates do not move and get the job going, then you should act, decisively and without hesitation. Issue formal “war orders” or, better yet, go to the field and take charge yourself. Set the tone and give your people a message.” P.120
- c) When you have someone who is not performing, start by removing some authority and responsibility and see if they perform better giving them a chance to turn things around.

12) Encourage innovation

- a) Being a catalyst for change requires innovation, transformation and exploring different methods than those that have “always been used”. It requires also, a tolerance for failure.
- b) Treat your subordinates as equals and colleagues and surround yourself with people who know their business and are willing to challenge you; people who are learners.
- c) Become your R&D department by observing what is new and identifying those that will help you achieve your goals more effectively and efficiently. Lincoln reviewed all requests for inventions seeking government purchase.



Part 4 – Communication

13) Master the art of public speaking

- a) Lincoln wrote his own speeches and was an eloquent public speaker. He made more than 175 speeches between 1854 and 1860. He was able to raise emotions, to persuade and influence people with a high-pitched voice. He could recall facts and figures and made effective use of appropriate anecdotes and humorous stories. P.147
- b) Prepare thoroughly, write it out, practice. Also learn to be extemporaneous.
- c) As President however, he watched every word spoken in public and thought before he spoke and used writing as his chief form of communication. You must be clear and confident in what you say, and then you must follow through. P.153

14) Influence people through conversation and storytelling

- a) Conversation was Lincoln's chief form of persuasion and the single most important and effective aspect of his leadership style. P.155
- b) Storytelling requires practice and doing, and Lincoln told stories all his life and used humor very effectively. [see quote on page 159]
- c) Every leader must realize that the power to motivate followers resides almost solely in the ability to communicate effectively...and private conversation is much more important than public speaking. P.160

15) Preach a vision and continually reaffirm it

- a) Vision is what distinguishes leaders from managers. You must know where you're going; state it clearly; care about it passionately. P. 162 Lincoln's vision was simple and clear, emphasizing equality and freedom, a fair chance for all, and elevation of the condition of men. P.165 He created a bond with the common man.
- b) Repeat it often. Lincoln effected renewal of America's vision by calling on the past, relating it to the present, and then using both to provoke a link to the future. P.168 November 19, 1863 he gave a two-minute speech – The Gettysburg address.

Horace Greeley, often at odds with the president and his administration, came to value Lincoln's excellence:

"He was not a born king of men...but a child of the common people, who made himself a great persuader, therefore a leader, by dint of firm resolve, patient effort, and dogged perseverance. He slowly won his way to eminence and fame by doing the work that lay next to him – doing it with all his growing might – doing it as well as he could, and learning by his failure, when failure was encountered, how to do it better... He was open to all impressions and influences, and gladly profited by the teachings of events and circumstances, no matter how adverse or unwelcome. There was probably no year of his life when he was not a wiser, cooler, and better man than he had been the year preceding." P.170.



How would Lincoln handle modern day issues? While based on Phillips opinions these are also based on how Lincoln handled things in his day and his strong beliefs.

1. He would promote laws to protect the environment from overzealous developers. P21
2. During recessions he would approve using power of Federal Government to bail out “too big to fail” corporations. P22
3. He would support international free trade agreements, create incentives for American manufacturers and promote domestic manufacturing operations. P23
4. He would promote providing resources to make quality college education affordable to all who want it. P23
5. He would not have invaded IRAQ. P34
6. He realized that the US cannot be the military police for the entire world but would take action for atrocities such as genocide and unusually negative impacts on human rights. P36
7. He would support term limits for congress. P37
8. He strongly believed that no one should prosper from public service and would actively sponsor legislation to halt the practice of leveraging former positions to enrich themselves. P38
9. He would say science is real, evolution is a fact and climate change is occurring and would support long-term elimination of greenhouse gas emissions. P49
10. He was a technology geek and would embrace new discoveries and open access to all government and public information. P50
11. He would speak out on Supreme Court rulings (with respect) and would strive for balance on the court and avoidance of extremists. P64
12. Lincoln had a reputation as a humanitarian and would likely advocate for a single-payer/Medicare for all health care program. P65
13. Masking opinion as news is NOTHING NEW. He would strive for more direct access to the people. P78
14. He would strongly support campaign finance law and enforce them to bring the power back to the people and not the RICH. P79
15. He would likely support proposals for the legalization of Marijuana and propose legislation to ensure no conflicts between federal and state policy. P80
16. He would likely affirm the right of employees to strike against poor wages and unfair working conditions, would support reasonable minimum wage laws and equality in wages. P94
17. Lincoln would be outraged at the undue influence lobbyists have on Congress and require members of Congress to write their own bills. P95
18. Regarding the Confederate Flag he would likely allow the states to make their own decisions on the subject. P111
19. On Presidential Executive Orders – these are legal tools used since Washington. He would back the use of these today as Presidents are entitled to use every bit of latitude, flexibility, and authority the Constitution provides. P125
20. On gun control he would likely say every American citizen has the right to own a pistol or a rifle for protection and hunting and government needs to protect its citizens from deviant members of society regulating weapons designed to kill mass numbers. P127
21. He would work hard to initiate, build, and maintain relations with unfriendly nations and work hard to meet with foreign leaders and build personal bonds. P139
22. Lincoln would favor a strong federal government. He would maintain the IRS is necessary but would give it a major overhaul, opting for flat rate assessments and lower corporate tax rates. He would want a balanced budget and low national debt. P.157
23. He would affirm the freedom of religion, separation of church and state and that members of the military should not express personal beliefs in public. He would describe congressional investigative committees as “chiggers on the body politic.” And would not condone them. P.174
24. Lincoln would support an all-volunteer army. P.206
25. He would probably not abolish the death penalty. He would clearly agree our immigration system is broken, consider amnesty for undocumented immigrants (one time) and create a more comprehensive system. P223
26. He would not change our election process as it does what it is supposed to do protecting and empowering minorities and providing smaller states a more equal voice. P.240 He would agree we must verify that people who want to vote are in fact American Citizens. P.258.



Gettysburg Address Abraham Lincoln November 19, 1863

Four score and seven years ago our fathers brought forth on this continent, a new nation, conceived in Liberty, and dedicated to the proposition that all men are created equal.

Now we are engaged in a great civil war, testing whether that nation, or any nation so conceived and so dedicated, can long endure. We are met on a great battle-field of that war. We have come to dedicate a portion of that field, as a final resting place for those who here gave their lives that that nation might live. It is altogether fitting and proper that we should do this.

But, in a larger sense, we can not dedicate -- we can not consecrate -- we can not hallow -- this ground. The brave men, living and dead, who struggled here, have consecrated it, far above our poor power to add or detract. The world will little note, nor long remember what we say here, but it can never forget what they did here. 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 -- that from these honored dead we take increased devotion to that cause for which they gave the last full measure of devotion -- that we here highly resolve that these dead shall not have died in vain -- that this nation, under God, shall have a new birth of freedom -- and that government of the people, by the people, for the people, shall not perish from the earth.

Lincoln's Second Inaugural Address Saturday, March 4, 1865

Fellow-Countrymen:

AT this second appearing to take the oath of the Presidential office there is less occasion for an extended address than there was at the first. Then a statement somewhat in detail of a course to be pursued seemed fitting and proper. Now, at the expiration of four years, during which public declarations have been constantly called forth on every point and phase of the great contest which still absorbs the attention and engrosses the energies of the nation, little that is new could be presented. The progress of our arms, upon which all else chiefly depends, is as well known to the public as to myself, and it is, I trust, reasonably satisfactory and encouraging to all. With high hope for the future, no prediction in regard to it is ventured.

On the occasion corresponding to this four years ago all thoughts were anxiously directed to an impending civil war. All dreaded it, all sought to avert it. While the inaugural address was being delivered from this place, devoted altogether to *saving* the Union without war, insurgent agents were in the city seeking to *destroy* it without war—seeking to dissolve the Union and divide effects by negotiation. Both parties deprecated war, but one of them would *make* war rather than let the nation survive, and the other would *accept* war rather than let it perish, and the war came.

One-eighth of the whole population were colored slaves, not distributed generally over the Union, but localized in the southern part of it. These slaves constituted a peculiar and powerful interest. All knew that this interest was somehow the cause of the war. To strengthen, perpetuate, and extend this interest was the object for which the insurgents would rend the Union even by war, while the Government claimed no right to do more than to restrict the territorial enlargement of it. Neither party expected for the war the magnitude or the duration which it has already attained. Neither anticipated that the *cause* of the conflict might cease with or even before the conflict itself should cease. Each looked for an easier triumph, and a result less fundamental and astounding. Both read the same Bible and pray to the same God, and each invokes His aid against the other. It may seem strange that any men should dare to ask a just God's assistance in wringing their bread from the sweat of other men's faces, but let us judge not, that we be not judged. The prayers of both could not be answered. That of neither has been answered fully. The Almighty has His own purposes. "Woe unto the world because of offenses; for it must needs be that offenses come, but woe to that man by whom the offense cometh." If we shall suppose that American slavery is one of those offenses which, in the providence of God, must needs come, but which, having continued through His appointed time, He now wills to remove, and that He gives to both North and South this terrible war as the woe due to those by whom the offense came, shall we discern therein any departure from those divine attributes which the believers in a living God always ascribe to Him? Fondly do we hope, fervently do we pray, that this mighty scourge of war may speedily pass away. Yet, if God wills that it continue until all the wealth piled by the bondsman's two hundred and fifty years of unrequited toil shall be sunk, and until every drop of blood drawn with the lash shall be paid by another drawn with the sword, as was said three thousand years ago, so still it must be said "the judgments of the Lord are true and righteous altogether."

With malice toward none, with charity for all, with firmness in the right as God gives us to see the right, let us strive on to finish the work we are in, to bind up the nation's wounds, to care for him who shall have borne the battle and for his widow and his orphan, to do all which may achieve and cherish a just and lasting peace among ourselves and with all nations.



Our Faculty

Actions

What thought, or idea had the biggest impact on you today?

What is one specific action you will take TODAY from what was discussed?

HOW will you implement this action?

Calendar of Events

First Friday – Wittigs 2018 Avenue B San Antonio 7:30 – 9:00 [Sponsor: UTSA EMBA Alumni Association]

- Jun 1 Energy Bus
- Jul 6 Get Backed and Lincoln on Leadership
- Aug 3 Servant Leadership

Wine & Cheese Wednesday – Wittigs 2018 Avenue B San Antonio 5:30 – 7:00 PM [Sponsor: Haworth]

- Jun 13th San Antonio in the Beginning
- Jul 11th Lincoln on Leadership
- Aug 8th Life Lessons of Wearing Fur

Fourth Thursday – Haworth 2 E Greenway Plaza #100 Houston 11:30 –1:00 [Sponsor: Haworth & Wittigs]

- Jun 21st Energy Bus
- Jul 26th Get Backed
- Aug 23rd Servant Leadership

Fourth Friday – Alpha Home 419 E. Magnolia Ave. San Antonio 8:00 – 9:30 [Sponsor: Alpha Home]

- Jun 22nd Energy Bus
- Jul 27th Get Backed
- Aug 24th Servant Leadership

Last Wed – Wittigs 401 William Street Corpus Christi 78401 5:30 – 7:00 PM [Sponsor: Wittigs & Haworth]

- Jun 20th Four Agreements
- Jul 18th Lincoln on Leadership
- Aug 15th Life Lessons of Wearing Fur