

# Eisenhower on Enlightened Leadership

By Tim Harrington

**TIM** Transform Inspire Motivate

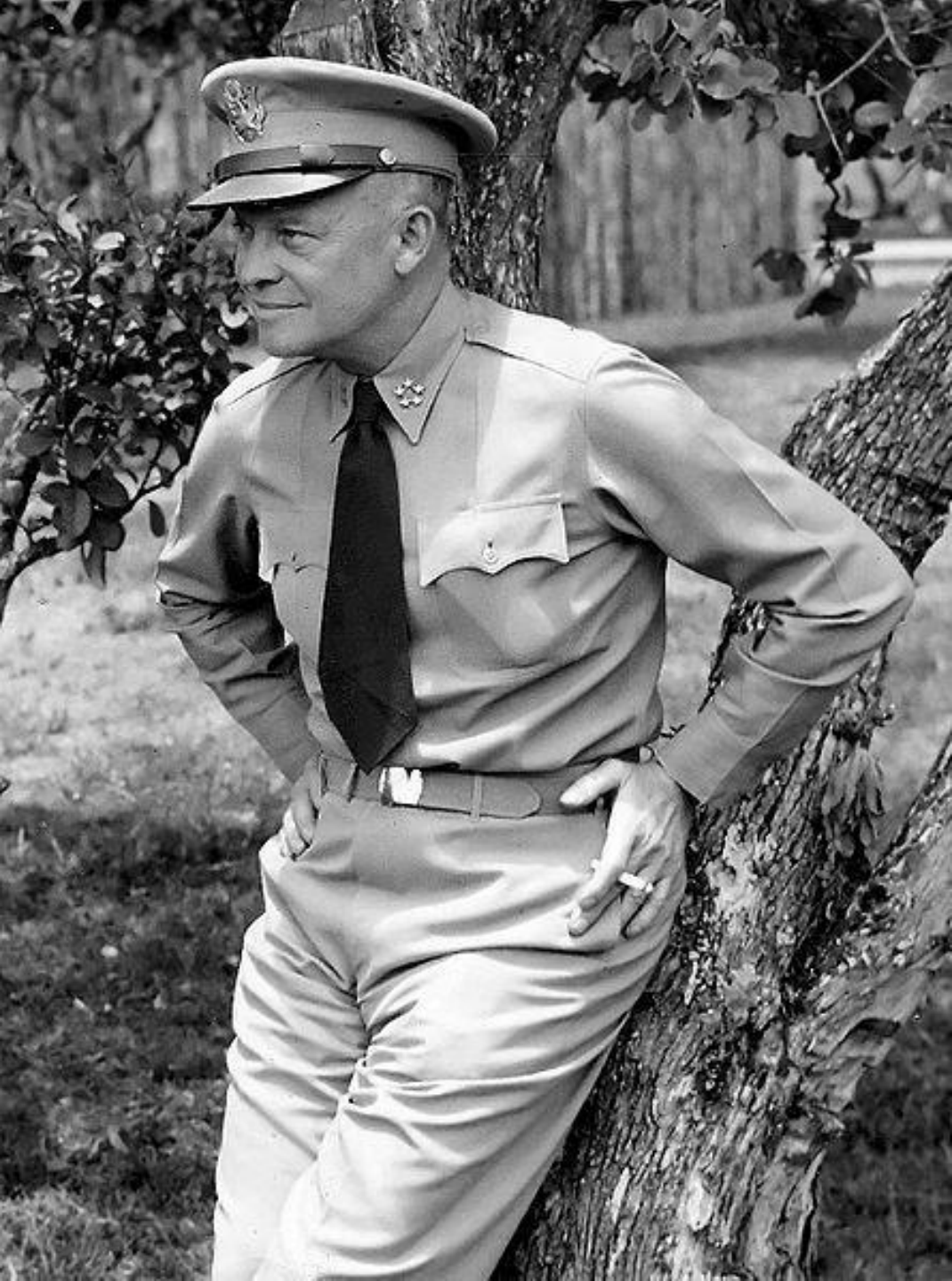


# Slow start, Meteoric rise to top

- 1915 Graduated West Point – 61 of 165
- 21 years to get to Lt. Colonel
- 1936 - Lieutenant Colonel

**125<sup>th</sup> in Discipline**





# Slow start, Meteoric rise to top

- 1915 Graduated West Point – 61 of 165
- 21 years to get to Lt. Colonel
- 1936 - Lieutenant Colonel
- 1941 – Colonel (retirement grade)
- 1941 - 1 Star General
- 1942 - 2 Star General
- 1942 – 3 Star General
- 1943 - 4 Star General
- 1944 - 5 Star General

**125<sup>th</sup> in Discipline**





His Board of Directors...

and Staff



# To make matters worse...



There was no American Army 1940!

**1940**

**U.S.**

**Germany**

Total military

130,000

3,000,000

Total tanks

100

4,000

Total aircraft

1,175

6,000

**German Mark VI  
Tiger tank**



**US General Grant  
Tank**



Bf 109F-2 "Special"

Oberst Adolf Galland as General of Fighters, December, 1941.  
Final rank/score: Generalkubant, 104 victories (all in the West)



**Messerschmitt Bf 109**

**Brewster F2A Buffalo**





# Characteristics of Someone Who Will Not Make a Good Leader

1. **Self-seeking**
2. **Passes the buck**
3. **Attempts to do everything himself**
4. **Bad manners and discourteous**
5. **Great love of the limelight**
6. **Treats subordinates as lesser**
7. **Pessimistic**

From Eisenhower's advice on which officers would NOT be eligible for promotion.

# An Enlightened Leader

- 1. Exhibits personal integrity**
- 2. Plans thoroughly, communicates vision**
- 3. Selects staff well and backs them completely**
- 4. Encourages a close, family relationship among staff**
- 5. Remains optimistic at all times**
- 6. Deals well with difficult people**
- 7. Humble: Deflects praise to others**

# 1. Exhibits Personal Integrity

# Exhibits Personal Integrity

What set Ike apart?

**His way with people**

Diplomacy

Truthfulness

# Exhibits Personal Integrity

## Diplomacy

“It was inevitable Eisenhower would have his way. His real achievement was that he had won without alienating the British (allies).... He turned them down but only after giving them the opportunity to fully state their views, and he never let himself be provoked into losing his temper.”

*Stephen E. Ambrose*

*“The Supreme Commander”*

# Exhibits Personal Integrity

## Truthfulness

“He struck me as being completely sincere, straightforward and very modest...it was not long before I realized him as the really great man he is - forceful, able direct and far-seeing...”

*First Sea Lord, Sir Andrew B. Cunningham  
Royal Navy, Naval Chief of Staff*

# Exhibits Personal Integrity

“It was not long before we discovered that our Commander was a man of outstanding integrity.”

*First Sea Lord, Sir Andrew B. Cunningham  
Royal Navy, Naval Chief of Staff*

# Exhibits Personal Integrity

“...his real strength lies in his human qualities...He has the power of drawing the hearts of men towards him as a magnet attracts bits of metal. He merely has to smile at you, and you trust him at once. He is the very incarnation of sincerity.”

*Field Marshall Montgomery  
British Army*

*Boisson*



# Exhibits Personal Integrity

“The supreme quality for leadership is unquestionably integrity. Without it, no real success is possible, no matter whether it is on a section gang, a football field, in an army, or in an office.”

*Dwight D. Eisenhower*

# Exhibits Personal Integrity

“I have found and all other French leaders tell me that you will not lie or evade in any dealings with us, even when it appears you could easily do so.”

*Pierre Boisson*

*Governor General of French West Africa*

## 2. Plans Thoroughly, Communicates Vision Well

# Plans Thoroughly, Communicates Vision Well

“History has proved that nothing is more difficult in war than to adhere to a single strategic plan.”

*Eisenhower, Crusade in Europe*

# Plans Thoroughly, Communicates Vision Well

“We succeed only as we identify in life, or in war, or in anything else, a single overriding objective, and make all other considerations bend to that one objective.”

## Dec. 1941, Being routed in Asia

“This war will be won by a seaborne invasion of Europe through France.”

*Eisenhower*

Ike never varied from this original plan, though literally everyone else above him did.

# Tide changes by D-Day



## Allies

Total military  
Total tanks  
Total aircraft  
Naval craft

1940  
130,000  
100  
1,175



June 1944  
**2,900,000**  
**5,000**  
**16,000**  
**6,000**

**Just 3 ½ years later**

***“Going into battle without a plan is foolhardy.***

***But as soon as the shooting starts, the plan is useless.”***

***“In preparing for battle I have always found that plans are useless, but planning is indispensable.”***





# Plans Thoroughly, Communicates Vision Well

Differentiate between:

Strategically Necessary

Strategically Desirable

Maximum resources should be allocated to  
Strategically Necessary

Minimal resources should be allocated to  
Strategically Desirable

The distinction should be “rigidly” observed

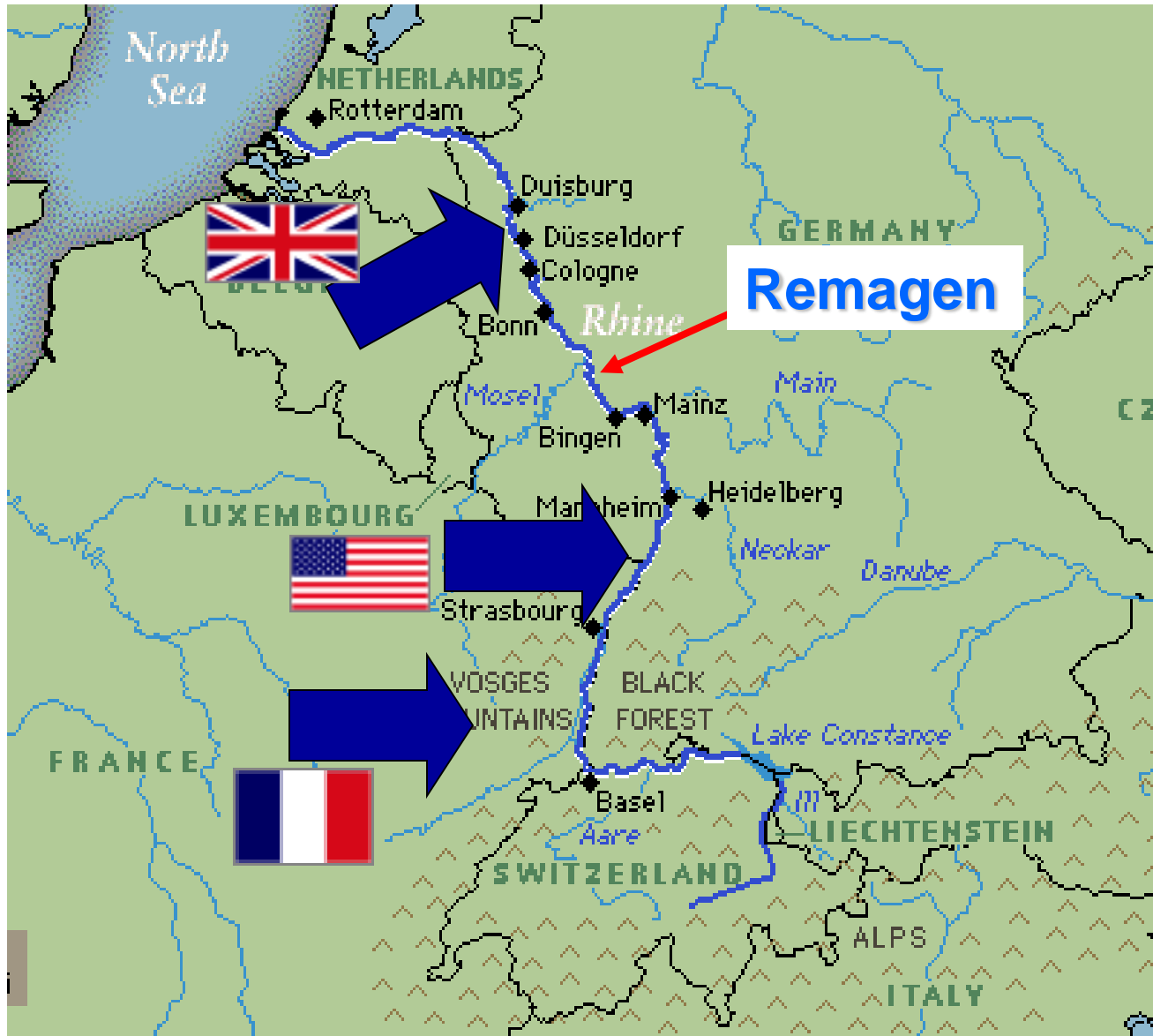
## Planning at the Strategic Level

- Remain committed to the Vision
- Make all other objectives 'bend' to that

## Planning at the Tactical Level

- Never let mind become set or rigid
  - Mental agility
- Create situations that give you several alternatives
- Remain flexible always

The Remagen Bridge didn't fit any plan.  
Ignore the plan!



The Remagen Bridge didn't fit any plan.  
Ignore the plan!



# 3. Selects staff well and backs them completely

# Selects staff well and backs them completely

“True delegation implies the courage and readiness to back up a subordinate to the full...”

# Selects staff well and backs them completely

Assistants must solve their own problems and tell you later what they have done

Do not impose your own will, but through persuasion and cooperation, draw on the talents of your staff



# Selects staff well and backs them completely

## Montgomery Versus Eisenhower



Monty worked on a problem in literal isolation, then handed down orders

Ike talked things over at length with his commanders and staff before reaching a decision



# Selects staff well and backs them completely

1. He gave staff a task
2. He avoided looking over their shoulder
3. He resisted guiding them to a solution
4. If well done, he was quick to give them credit
5. If failure, he took blame himself

# Selects staff well and backs them completely

Take blame for subordinates' mistakes so that they are free to make decisions without fear

# Take the blame:

A speech he never had to make

*“Our landings in the Cherbourg-Havre area have failed to gain a satisfactory foothold and I have withdrawn the troops. My decision to attack at this time and place was based on the best information available. The troops, the air and the Navy did all that bravery and devotion to duty could do.*

*If any blame or fault attaches to the attempt it is mine alone.”*

# 4. Encourages a Close, Family Relationship Among Staff

# Encourages a Close, Family Relationship Among Staff

**As a former football coach, he:**

1. Emphasized team over star
2. Co-ordination of effort rather than flashy individual performance



# Encourages a Close, Family Relationship Among Staff

- All departments must be a well coordinated team
- No successful staff can have any personal enmities existing
- A staff needs to be “one big crowd of friends”
- The Commander can have no personal enemies on the staff as it sabotages authority

# Encourages a Close, Family Relationship Among Staff

“...he must never lose touch with the ...troops. He can and should delegate tactical responsibility and avoid interference in the authority of his selected subordinates, but he must maintain the closest kind of factual and spiritual contact with them or...he will fail. This contact requires frequent visits to the troops themselves.”





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# Encourages a Close Family Relationship Among Staff

“Nothing can take the place of direct contact between commanders and this is far more valuable when the senior does the traveling, instead of sitting in his headquarters waiting for subordinates to come.”

**M. B. W. A.**









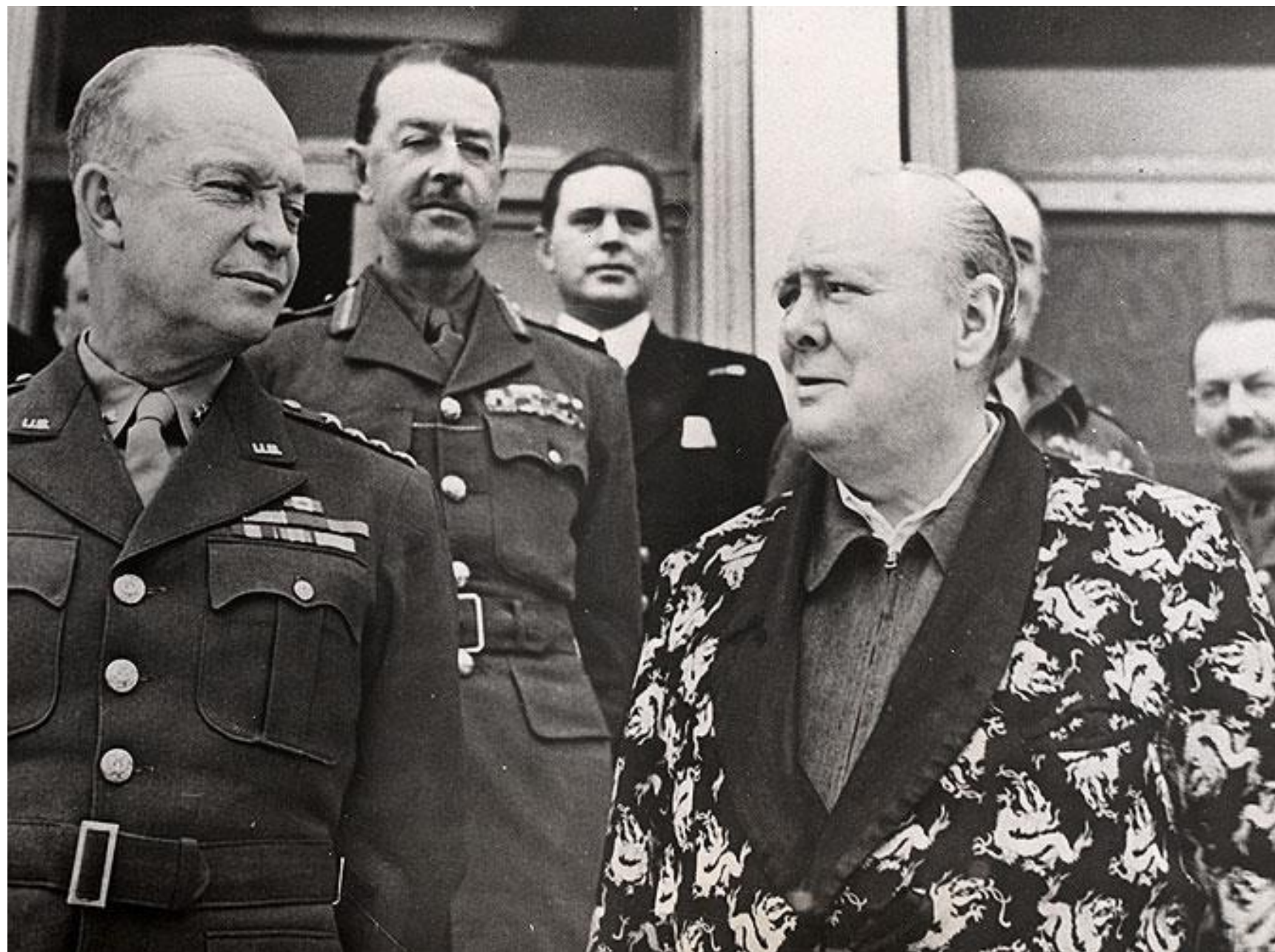












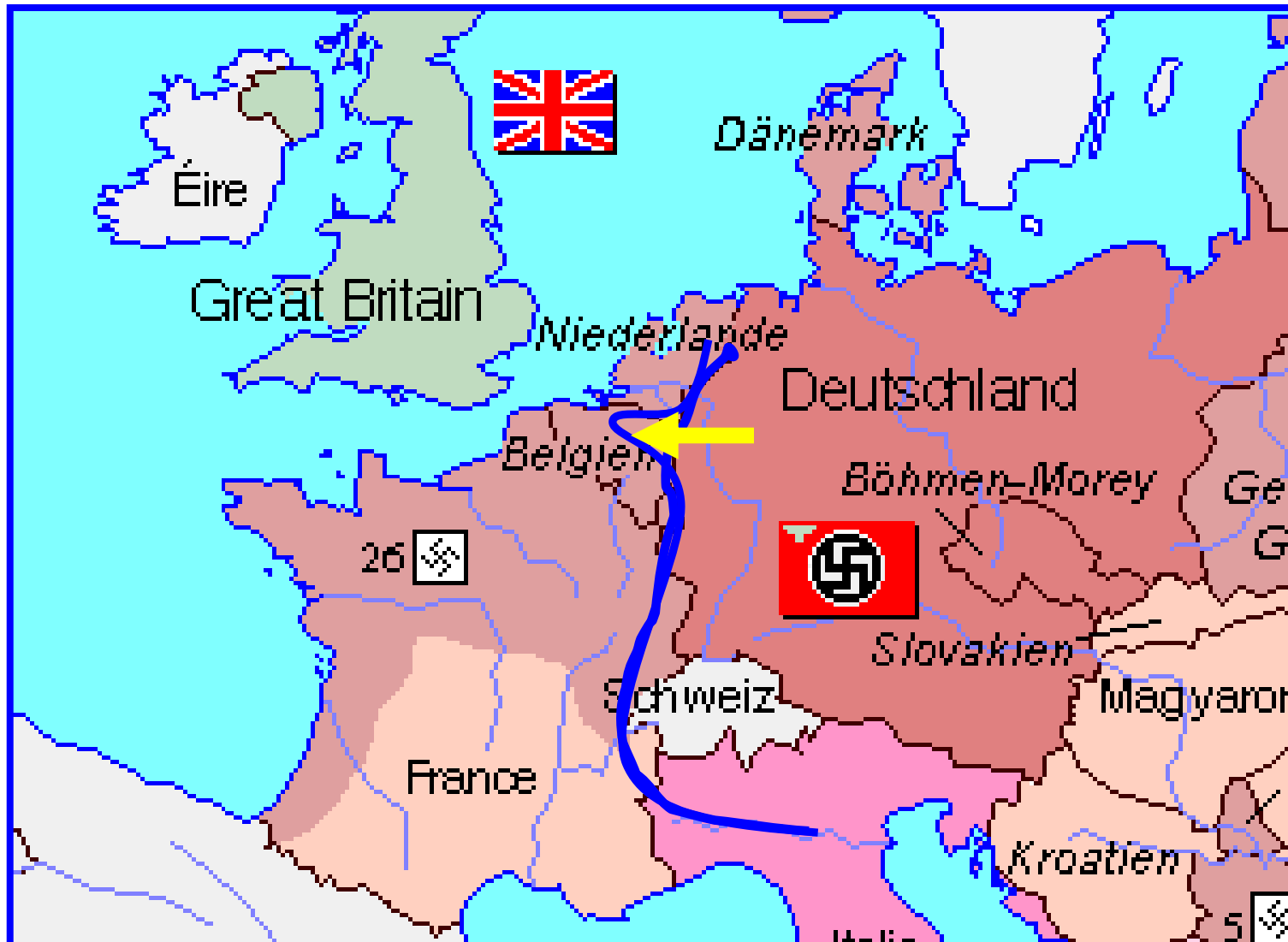
# 5. Remains optimistic at all times

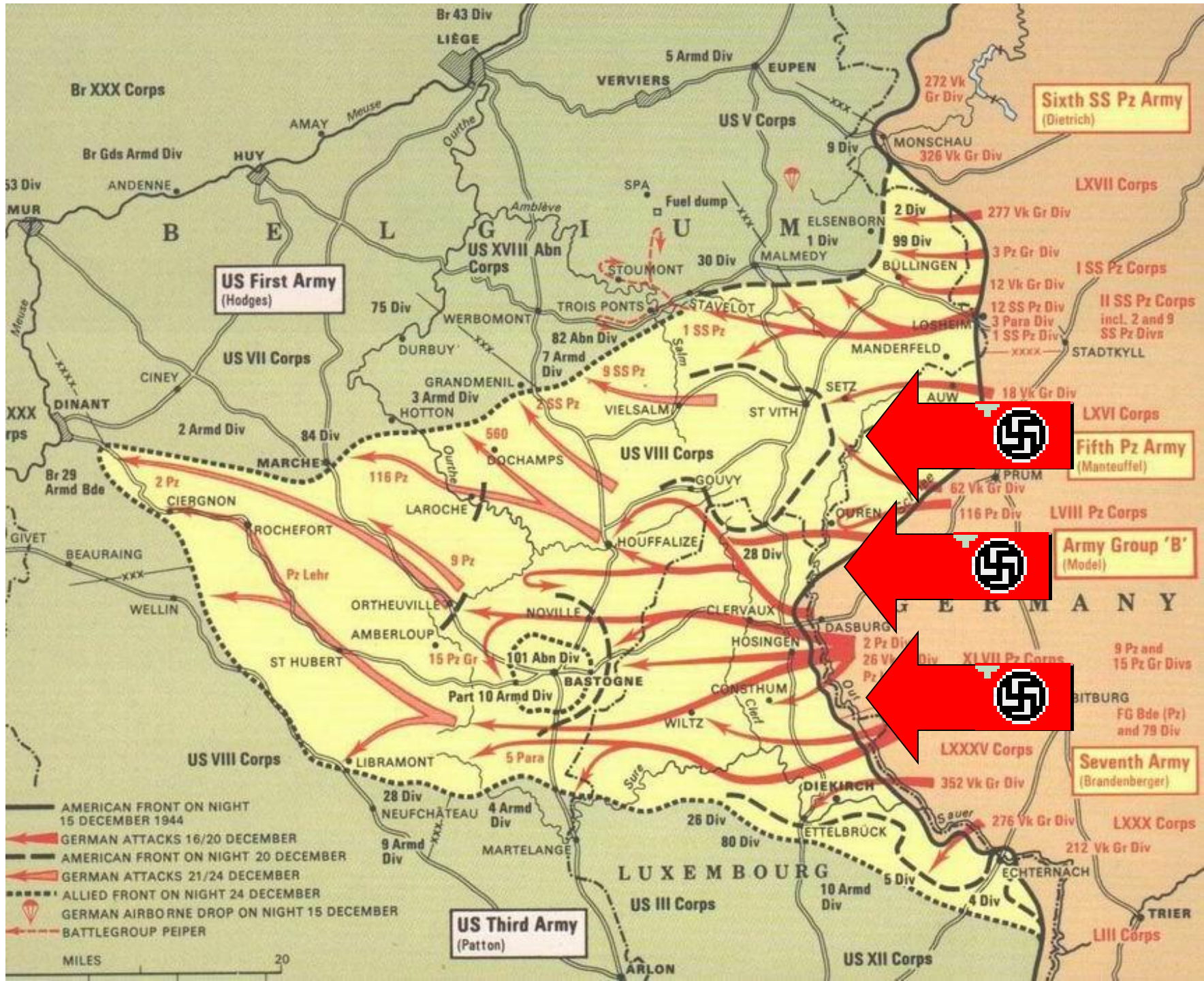
# Remains optimistic at all times

“Any expression of defeatism or any failure to push ahead in confidence was instant cause for relief from duty, and all officers knew it.”

Battle of the Bulge  
Tragedy or Opportunity

# December 16, 1944 600,000 German troops crash through Allied lines in the Ardennes



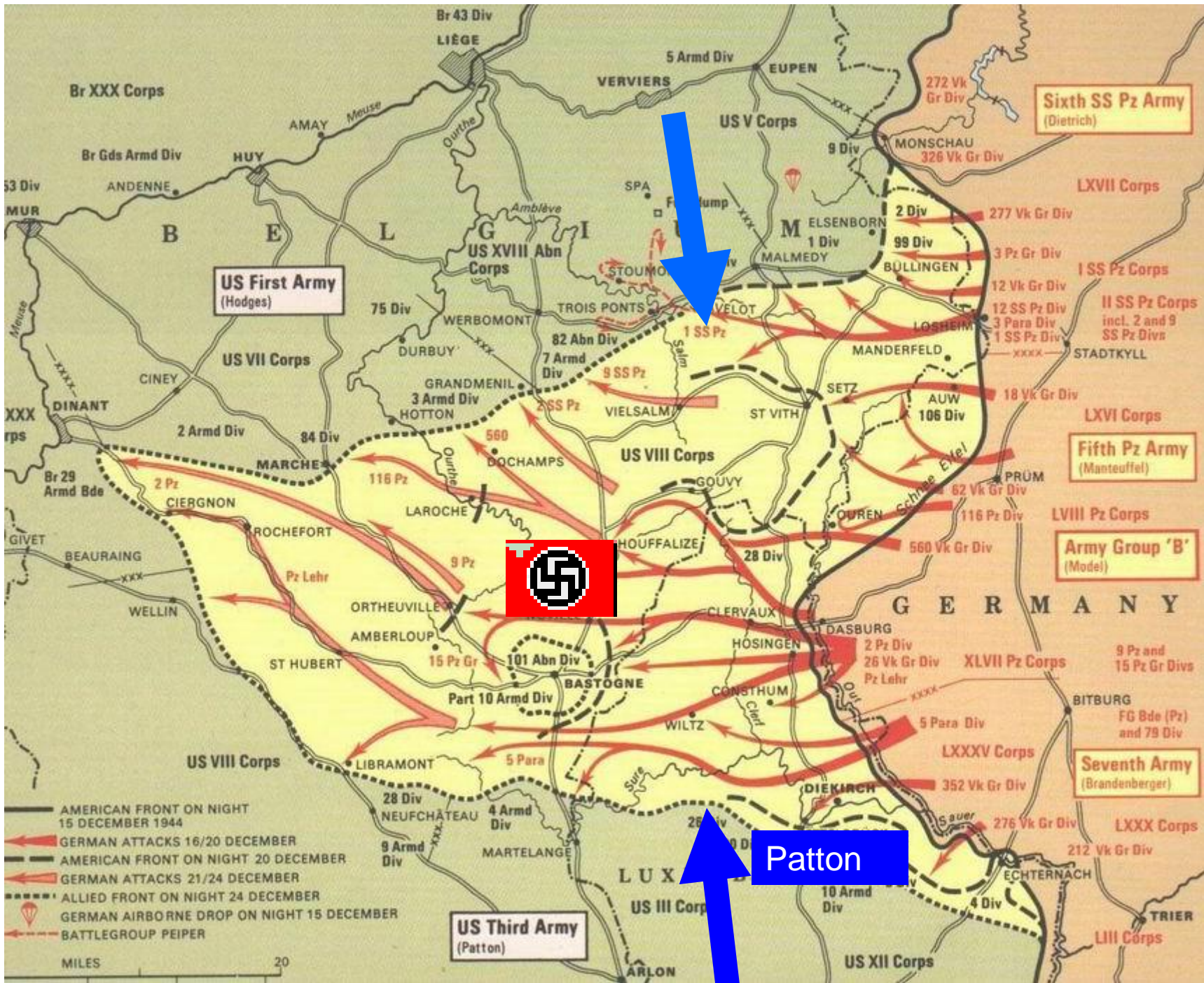


# Remains optimistic at all times

“The present situation is to be regarded as one of opportunity for us and not of disaster. There will only be cheerful faces at this conference table.”

*Gen. Eisenhower  
Verdun, December 18, 1944*





# 6. Dealing with Difficult People

# Dealing with Difficult People

Patient yet decisive

Always let other have their say

When Montgomery was lecturing him in a fury...

*“Steady, Monty! You can’t speak to me like that. I’m your boss.”*



# Dealing with Difficult People



His toughest tests!

Among his most effective generals, both Patton and Montgomery were at times insubordinate.

Ike fired them both at least once

# Dealing with Difficult People

Ike DID NOT treat all people alike

He understood that certain people required certain '**handling**'

But it wasn't based on favoritism, it all focused on achieving the VISION.

# Humble: Deflects Praise to Others

*A leader must “be self-effacing, quick to give credit to others, ready to seek and take advice, and willing to decentralize....When time comes to make a decision,...he must make it on his own responsibility and take full blame for anything that goes wrong.”*

# Humble: Deflects Praise to Others

*“Its amazing what you can accomplish if you give others credit for it.”*

*Eisenhower*

“Dear Ike:

*...I would like to say what a privilege and an honor it has been to serve under you. I owe much to your wise guidance and kindly forbearance. I know my own faults very well and I do not suppose I am an easy subordinate; I like to go my own way. But you have kept me on the rails in difficult and stormy times, and have taught me much. For all this I am very grateful.”*

*Monty*





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# The End Result of Fine Leadership



# TIM

Touch Inspire Motivate

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