

leadership programs

Marshall's Leadership Principles in Contemporary Contexts

Jack Uldrich (right)

Thirty senior administrators attending the Federal Executive Institute (FEI) in Charlottesville this spring spent a full day in April at the Marshall Foundation for an immersion into the leadership principles of George C. Marshall.



Terry Newell

“Talk about someone who had to jump the curve, who had to understand exponential trends [rapidly changing conditions], George Marshall lived this every day, and there is still so much we can learn from him—from the strategic decisions he made, the staffing decisions he made, the ability to plan, and the ability to look out into the future,” said Jack Uldrich, when talking about Marshall’s unique ability to anticipate change and to lead based on that information.

Classroom sessions included a substantial look at

- George C. Marshall: The Life and Work of a Statesman
- Co-Leadership: The Power of Partnering in Leadership Success
- Leadership in an Era of Exponential Change
- Strategic Leadership: George C. Marshall and the Marshall Plan



John Whitlow

The curriculum was developed by Terry Newell, Ph.D., and John Whitlow, Ph.D., working for FEI, and Jack Uldrich, who has spoken to this group before and is the author of the text that used for the day, *Soldier, Statesman, Peacemaker: Leadership Lessons from George C. Marshall*. They were assisted by Marti Bissell, associate director of leadership programs, and Leigh McFaddin, director of special events, from the Foundation, who coordinated the day and the various venues used to provide a change of pace in a fast-moving agenda.



Marti Bissell joined the staff as associate director for leadership programs. A 23-year veteran of the Army Reserve and National Guard, Lt. Col. Bissell received a master's degree in organizational leadership from Gonzaga Univ. and a bachelor's degree in business from Oregon State Univ. where was she was a Marshall Army ROTC Award winner in 1988.

Stephen Blair, of the FEI faculty, who used the Marshall Museum and Archives for a hands-on session to present examples of Marshall’s character and leadership led off the day. Blair was assisted by Paul Barron, who is director of the library and archives at the Foundation, and Jeffrey Kozak, the assistant director and archivist.

In the session on co-leadership, John Whitlow analyzed three episodes from Marshall’s career: Marshall confronts General Pershing, Marshall argues with President Roosevelt and Roosevelt chooses a Supreme Commander to lead the allied invasion on D-Day. Using these examples, Whitlow demonstrated the great power of partnerships that are required for executives who lead large enterprises today.



Following lunch, Jack Uldrich, author, professional speaker and consultant, talked about “Leadership in an Era of Exponential Change” and the fast-changing world that’s driven by giant sweeps of technological advancements that require executives to not only understand the changes that are coming but to stay ahead of them much as General Marshall had to anticipate the effects of the many decisions he made when developing the strategies that led to victory in WWII.

Terry Newell discussed “Strategic Leadership: George C. Marshall and the Marshall Plan” that focused on the two leadership models developed earlier: leader as statesman and the co-leadership that Marshall exercised with President Truman and Senator Vandenberg to introduce, communicate and sell the Marshall Plan to the administration, Congress and the American people.

The day also presented opportunities to visit the VMI Museum and Lee Chapel.



More programs in the works

In mid-May the Foundation hosted 16 senior executives from HDT Global, a corporate partner of the Foundation and a defense logistics and robotics company based in Ohio with operations here in Rockbridge County, for a two-day senior Executive Leadership Conference. FEI will return in June. The leadership programs agenda also includes stops in Roanoke, Birmingham and Chattanooga later in June.