



HISTORIC
LEADERSHIP
TRAINING

SEPTEMBER 2016



Gates of the Mountains, near Helena, Montana, is a beautiful wilderness setting on the Missouri River. Attendees at this summer's Lewis & Clark leadership workshop, toured the area by boat, seeing for themselves what Lewis described in his journal as rocks "that seem ready to tumble on us," and then in the next bend in the river, open like gentle giant gates.

REBUILDING MORALE AND TRUST IN AN ORGANIZATION

At a recent workshop on Lewis & Clark, where we focused on building teams, a question arose about rebuilding trust in an organization when there has been a crisis or very public personnel issue. How do you go about rebuilding employee morale in those sensitive situations, and how do you rebuild trust in the management of the organization?

First, whether the problems stem from downsizing, budget cuts, firings or demotions, prepare to spend time with employees, making yourself the first line for sharing feelings and information.

Above all, you should be visible and available to all staff—the “management by walking around” practice. Listen to people’s concerns and anxieties, and let them “vent.” Listening can be a powerful tool, if you use it sincerely and show people that you are interested in hearing their opinions and feelings. I know, it takes an inordinate amount of time for you, the leader, but it is critical in re-establishing trust

and open communications.

Remember also that you are being watched as a role model. Work to stay positive and confident.

Find more ways to show appreciation. A simple “thank you” delivered in person goes a long way, as does a hand-written note left on someone’s desk. Emails are too impersonal, so find a way to get your thanks delivered in person.

What about talking with employees about their own career goals? Could you find them some training to help build their skills? Once again, the personal touch helps—meeting, listening, working together to find solutions.

In your conversations, always remind people of the higher purpose of the organization—the vision and mission—and the importance of their jobs in reaching the organization’s goals. When people feel they are working on something important, their petty concerns may diminish as they see the bigger picture. Give them perspective and renewed self respect, helping them see themselves connected to the important work of your organization.

TEST YOUR LEWIS AND CLARK KNOWLEDGE

What position did Meriweather Lewis hold before becoming leader of the Expedition?

Answer: *President Jefferson's personal secretary*

Lewis was hired because of his knowledge of the Western country and his experience as a Captain in the Army. Lewis’s salary was \$500 annually, paid personally by President Jefferson out of his own salary.

Who did Jefferson originally consider to lead an exploration to the Pacific Ocean?

Answer: *George Rogers Clark*

George Rogers Clark, older brother of William Clark, was a hero of the Revolutionary War, and Jefferson had discussed with him the idea of a western expedition as early as the 1780s.

What date did the expedition leave St. Louis, Missouri?

Answer: *May 14, 1804*

They left at 4:00 in the afternoon, rowing upstream on the Missouri River, and only made four miles before nightfall.



What year did Sacajawea join the Lewis & Clark expedition?

Answer: *1804*

Sacagawea, a Shoshone Indian and wife of French-Canadian guide, Touissant Charbonneau, joined the expedition in 1804, beginning when her son, Jean Baptiste, was only 55 days old. She traveled 5,000 miles with the expedition.

