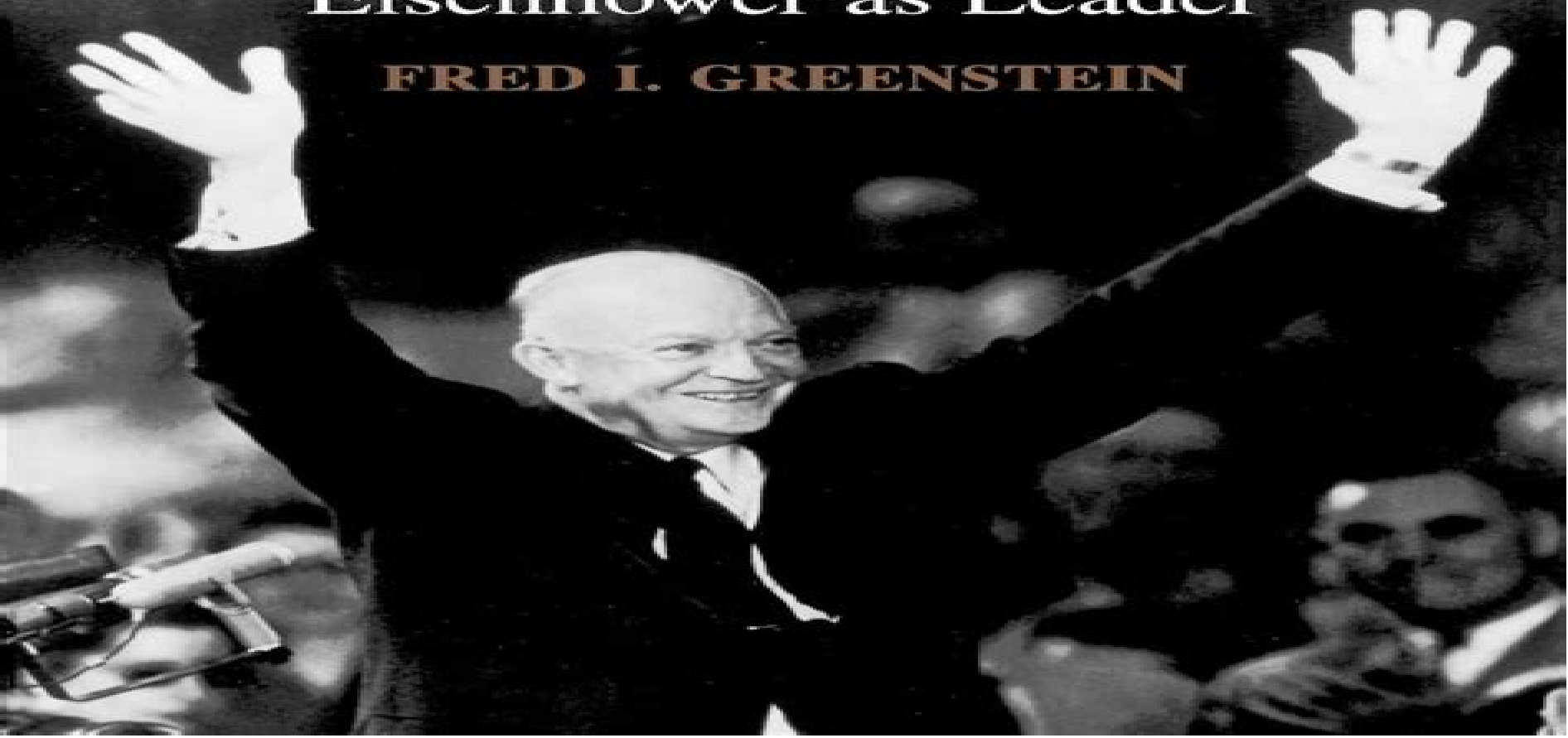


# THE HIDDEN-HAND PRESIDENCY

Eisenhower as Leader

FRED I. GREENSTEIN



# The Hidden Hand Presidency Eisenhower As Leader

**Phillip G. Henderson**



## **The Hidden Hand Presidency Eisenhower As Leader:**

*Hidden Hand President* Greenstein, 1984-08-04 When Eisenhower left office more than twenty years ago he was generally regarded as the very model of an ineffective president a benign but politically indecisive leader who reigned but did not rule Only now five unsuccessful presidents and a disastrous war later are we beginning to wonder how this seemingly bumbling and inarticulate man was able to get so much done while appearing to do so little In *The Hidden Hand Presidency* Fred I Greenstein one of the country's leading political scientists shows that behind Ike's bland statesmanlike exterior there was a distinctive self consciously articulated style of leadership Drawing on recently declassified confidential diaries letters and memoranda including evidence of a secret Eisenhower campaign to terminate Joe McCarthy's political effectiveness Greenstein shows us an intelligent and articulate leader who knew exactly what he wanted and was prepared to work hard to get it Time and again in the way he rallied subordinates and isolated political opponents in his maneuvers to win support among both isolationist right wingers and liberal Republicans Eisenhower proved himself a skilled politician while self consciously projecting an uncontroversial public image book jacket

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Elisabeth A Hobbs Professor of Cognition and Education at the Harvard Graduate School of Education and author of *Good Work When Excellence and Ethics Meet* 2001 and *Leading Minds An Anatomy of Leadership* 1995 In 1975 a wag declared that the concept of leadership should be abandoned It was not of course The 300 contributors to the *Encyclopedia of Leadership* are leaders among the many thousands of scholars responsible for the health and vast breadth of leadership studies They show us that leadership plays an important increasingly integral role today in fields ranging from world politics to community development Bernard M Bass Distinguished Professor Emeritus Center for Leadership Studies School of Management Binghamton University and author of *Transformational Leadership Industrial Military and Educational Impact* 1998 and *Leadership and Performance beyond Expectations* 1985 This new *Encyclopedia* provides leaders with the historical perspective and a vision of the tenuous future so essential if leaders of the future are to redefine leadership on their own terms with their own people Frances Hesselbein Chairman of the Board of Governors Leader to Leader Institute formerly the Drucker Foundation and coeditor of *On Creativity Innovation and Renewal A Leader to Leader Guide* 2002 and *Leading Beyond the Walls* 1999 From the earliest times people have been entranced by stories about leaders about Greek city state rulers Roman consuls Chinese emperors religious potentates military conquerors and politicians Perhaps more importantly leadership is a challenge and an opportunity facing millions of people in their professional and personal lives The *Encyclopedia of Leadership* brings together for the first time everything that is known and truly matters about leadership as part of the human experience Developed by the award winning editorial team at Berkshire Publishing Group the *Encyclopedia* includes hundreds of articles written by 280 leading scholars and experts from 17 countries exploring leadership theories and leadership practice Entries and sidebars show leadership in action in corporations and state houses schools churches small businesses and nonprofit organizations Questions the *Encyclopedia of Leadership* will answer What is a leader What is a great leader How does someone become a leader What are the types of leadership How can leadership theories help us understand contemporary situations How can I be a good and maybe great leader The *Encyclopedia of Leadership* is an unprecedented learning resource Scholars students professionals and active citizens will turn to the *Encyclopedia* for guidance on the theory and practice of leadership for the stories of great leaders and for the tools and knowledge they need to lead in the 21st century Key Features Four volumes 400 substantive articles ranging in length from 1000 6000 words 200 photographs and other illustrations 250 sidebars drawn from public records newspaper accounts memoirs and ethnography Key Themes Biographies Case studies Followers and followership Gender issues Leadership in different disciplines Leadership in different domains Leadership styles Personality characteristics Situational factors Theories and concepts The *Encyclopedia of Leadership* will be a vital tool for librarians with collections in business management history politics communication psychology and a host of other disciplines Students and teachers in courses ranging from history to psychology anthropology and law will also find this an invaluable reference In addition there are

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making and relation between the White house and cabinet      **The Rhetorical Presidency of George H. W. Bush** Martin J. Medhurst, 2006 Here the contributors suggest how embracing the art of rhetoric might have allowed Bush to respond more successfully to the challenges of his presidency Drawing on the resources of the Bush Presidential library and interviews with some of his White House aides they explore such issues as the first Gulf War the fall of the Berlin wall Bush's environmental stance and the 1992 re election campaign      **The Presidential Difference** Fred I. Greenstein, 2001-02-28 As Americans choose and install a new president for a new century they could do no better than to read this work by one of our keenest observers of the modern presidency Drawing on a quarter century's immersion in the presidential record and scores of interviews Fred I Greenstein provides a fascinating and instructive account of the qualities that have served well and poorly in the Oval Office from Franklin D Roosevelt's first hundred days to the end of the Clinton administration Greenstein offers a series of bottom line judgments on each of his eleven subjects and a bold new explanation of why presidents succeed or fail Previous analysts have placed their bets on the president's political prowess or personal character Yet by the first standard LBJ should have been our greatest president and by the second the nod would go to Jimmy Carter Greenstein surveys each president's record in public communication political skill vision cognitive style and emotional intelligence He concludes that the last is by far the most important According to Greenstein FDR provides endless positive lessons but is a source of warnings Truman let his bizarre readings of history lead him astray Eisenhower was wise but failed to communicate a vision Kennedy had no vision Reagan was Carter in reverse It is Ford who is most unappreciated and genuinely interesting Ford balanced many conflicting demands kept his poise and left the office much stronger than he found it Presidents can avoid failure if they are willing to accept the warnings of failures past and act accordingly But it is not only presidents who should read this book with care Some flaws cannot be overcome no matter how otherwise talented the man Only three of Greenstein's eleven modern presidents were fundamentally free of distracting emotional perturbations When we choose our presidents we will do well to listen to Greenstein and Beware the presidential contender who lacks emotional intelligence In its absence all else may turn to ashes      *The Eisenhower Presidency* Andrew J. Polsky, 2015-11-30 We are in the midst of a Dwight Eisenhower revival Today pundits often look to Eisenhower as a model of how a president can govern across party lines and protect American interests globally without resorting too quickly to the use of force Yet this mix of nostalgia and frustration with the current polarized state of American politics may mislead us Eisenhower's presidency has much to teach us today about how a president might avert crises and showdowns at home or abroad But he governed under conditions so strikingly different from those a chief executive faces in the early 21st century that we need to question how much of his style could work in our own era The chapters in this volume address the lessons we can draw from the Eisenhower experience for presidential leadership today Although most of the authors find much to admire in the Eisenhower record they express varying opinions on how applicable his approach would be for our own time On one side they appreciate his limited faith in

the power of his words to move public opinion and his reluctance to turn to the use of force to solve international problems On the other side it was plain that Ike's exercise of hidden hand leadership in Fred Greenstein's evocative term would not be possible in the modern media environment that makes Washington a giant fishbowl and instant revelation an acceptable norm Both Eisenhower admirers and skeptics and many of the authors are both will find much in these essays to reinforce their preconceptions and much that is unsettling Eisenhower emerges as an effective but flawed leader He was in many ways the right man for his time but limited because he was also a man of his time

**The American Presidency** Sidney M. Milkis, Michael Nelson, 2015-03-03 The American Presidency examines the constitutional foundation of the executive office and the social economic political and international forces that have reshaped it along with the influence individual presidents have had Authors Sidney Milkis and Michael Nelson look at each presidency broadly focusing on how individual presidents have sought to navigate the complex and ever changing terrain of the executive office and revealing the major developments that launched a modern presidency at the dawn of the twentieth century By connecting presidential conduct to the defining eras of American history and the larger context of politics and government in the United States this award winning book offers perspective and insight on the limitations and possibilities of presidential power In this Seventh Edition marking the 25th anniversary of The American Presidency's publication the authors add new scholarship to every chapter reexamine the end of George W Bush's tenure assess President Obama's first term in office and explore Obama's second term

**Eisenhower and the Art of Collaborative Leadership** Kenneth Weisbrode, 2018-09-15 Eisenhower and the Art of Collaborative Leadership examines the theory and practice of collaboration and collaborative leadership in the life and career of Dwight Eisenhower It relates his collaborative style to his ideas about friendship his Kansas upbringing and his family his military training and career and his particular practice of presidential leadership which operated through teams and a deliberate sophisticated system of bureaucratic consensus building Eisenhower and the Art of Collaborative Leadership elaborates an alternative interpretation of such leadership describing Eisenhower not merely as a hidden hand president but also as a visible one at the head of a well managed team It is a concise portrait of one of America's most important and talented leaders and a case study in sound leadership

**The Racial Integration of the American Armed Forces** Geoffrey W. Jensen, 2023-02-15 In order to win the Cold War American presidents embraced the mantra of equality of opportunity to justify racial reform efforts within the US military The problem was that equality of opportunity never guaranteed acceptance nor was it designed to In The Racial Integration of the American Armed Forces Geoffrey W Jensen clarifies our understanding of the political processes that fundamentally altered the racial composition of the US military Jensen examines nearly thirty years of military integration that unfolded during the Cold War America's racial woes were grist for the propaganda mills in Moscow and their integration effort was intended to curb this assault and protect the nation's image during this largely ideological struggle But integration of the armed forces needed more than just Cold War

justification It also required the willingness of the president to lead Military integration occurred as the result of the longstanding tradition of Congress to allow the executive branch to control the staffing and composition of the military While past accounts of the integration of the armed forces have focused on the critical roles played by the burgeoning leadership of the civil rights movement and the Black population Jensen is the first to emphasize the importance of presidential leadership and their staffs Jensen contends that understanding the action and inaction of Cold War presidents and their administrations matters just as much as understanding the efforts of those outside of Washington and the West Wing as it was the presidents who were the ones dictating the pace at which reform was carried out Jensen has carefully situated this story within the milieu of the Cold War the civil rights movement and looming over it all the emergence of Southern resistance to desegregation in the United States Desperately committed to upholding and expanding their vision of white supremacy the South recoiled in horror at the prospect of racially integrating the armed forces From this vantage point Jensen shows how the use of Black military personnel during the Cold War and throughout all American history was not born solely out of humanistic beliefs or desires to improve the social status of the Black community but out of the strategic necessity of winning the war at hand

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