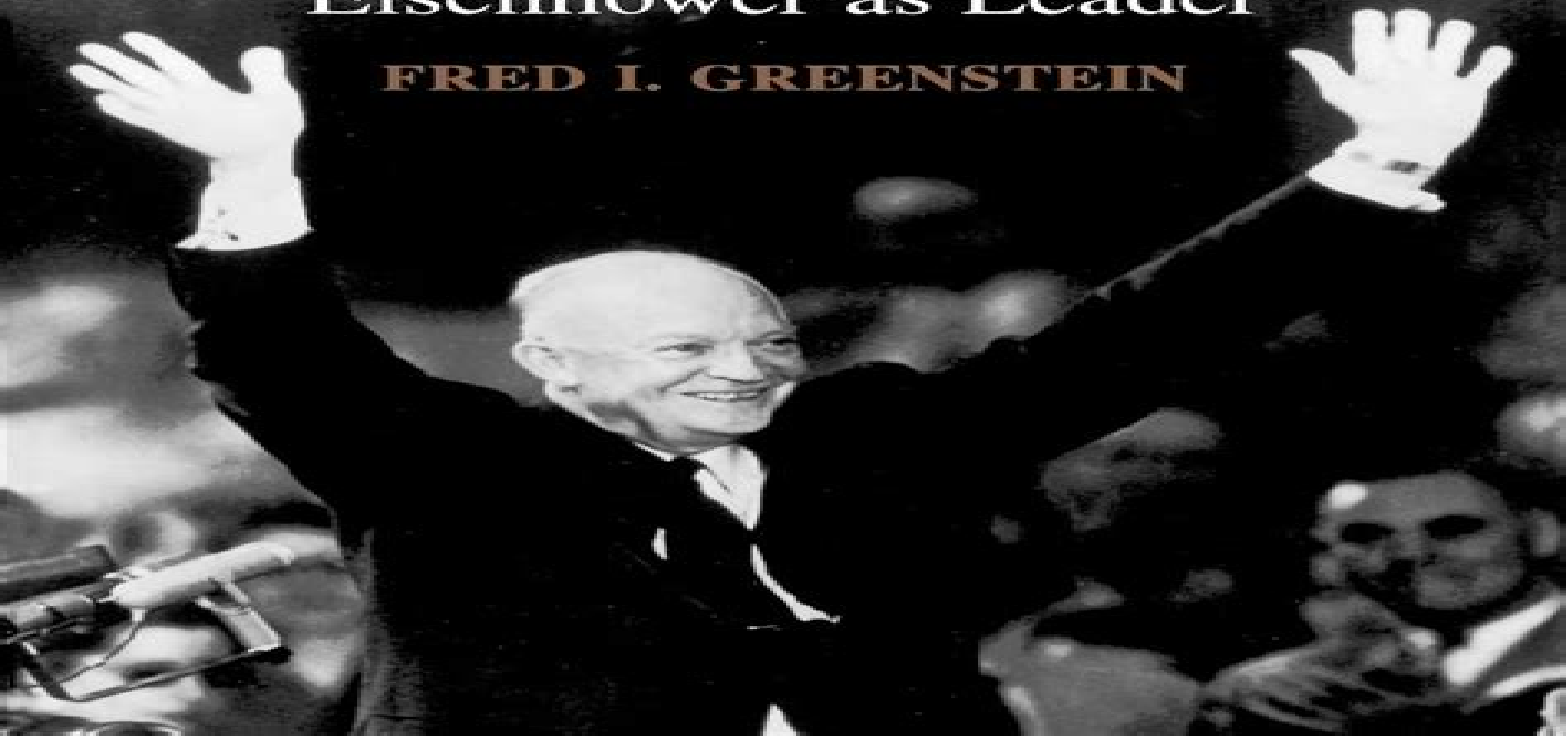


# THE HIDDEN-HAND PRESIDENCY

Eisenhower as Leader

FRED I. GREENSTEIN



# The Hidden Hand Presidency Eisenhower As Leader

**Puja Mehta**



## **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 *Encyclopedia of leadership* George R. Goethals, 2004-03-19 Click Additional Materials for downloadable samples Not just for reference this is an essential learning resource for libraries and the personal collections of modern leaders Narratives examples photographs and illustrations illuminate the ideas and concepts being examined making the set readable attention grabbing and unordinary Readers can explore leadership theories and practices and examine the effects of leadership More volumes are promised in this source that brings interest and excitement to a subject overlooked by the consultants CEOs and coaches whose earlier works captured a small view of leadership subject matter Summing Up Highly recommended for all collections CHOICE Because there really is nothing available like this encyclopedia it is a must buy for academic libraries Extremely well done with good quality print and illustrations this work should become an important resource for active citizens as well as for managers and scholars BOOKLIST starred review Because of its breadth ease of navigation high level of scholarship clear writing and practical format this model encyclopedia should help establish leadership as a normative field of study Highly recommended LIBRARY JOURNAL star review SAGE has again been the first to hit the market with a major reference in a rapidly growing field of the social sciences Virtually every academic and large public library will need the *Encyclopedia of Leadership* BOOK NEWS The enormous demands on leadership in today's world the rise of militant followings the struggle of long suppressed people to rise to leadership positions the heightened demand for moral principled leadership all these dynamic forces contribute to making this encyclopedia timely and timeless From the Foreword by James MacGregor Burns Williams College author of *Leadership* and winner of the Pulitzer Prize and National Book Award As the field of leadership studies expands and the list of important authors and concepts grows the time is at hand for a comprehensive encyclopedia of leadership This collection will be welcomed by all who want to understand this important and complex field Howard Gardner John H and

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

nearly 900 leadership programs in American post secondary institutions and a growing number of efforts to develop leadership in high schools There are leadership studies majors and minors as well as certificate and Ph D programs in the United States Belgium U K Japan and elsewhere Editorial Board Laurien Alexandre Antioch University Bruce Avolio University of Nebraska Lincoln Martin Chemers University of California Santa Cruz Kisuk Cho Ewha Womans University Joanne Ciulla University of Richmond David Collinson Lancaster University UK Yiannis Gabriel Imperial College London Zachary Green Alexander Institute and University of Maryland Keith Grint Oxford University Michael Hogg University of Queensland Jerry Hunt Texas Tech University Barbara Kellerman Harvard University Jean Lipman Blumen Claremont Graduate University Lorraine Matusak LarCon Associates Ronald Riggio Claremont McKenna College J rgen Weibler Fernuniversitat Hagen Contributors Include Warren Bennis Management John Chandler Higher Education Cynthia Cherrey International Leadership Association Bob Edgerton Mau Mau Rebellion Gene Gallagher Religion Betty Glad Camp David Accords and Tyrannical Leadership Louis Gould Woodrow Wilson and Lyndon Johnson Allen Guttmann Modern Olympics Movement and Women s Movement Ronald Heifetz Adaptive Work Dale Irvin Ann Lee David Malone Billy Graham Martin Marty Martin Luther Kenneth Ruscio Trust Robert Solomon Friedrich Nietzsche Robert Sternberg Intelligence and Tacit Knowledge Fay Vincent Sports Industry Gary Yukl Influence Tactics and Group Performance

**The Presidency and Rhetorical Leadership** Leroy G. Dorsey, 2008-03-26 Successful presidential leadership depends upon words as well as deeds In this multifaceted look at rhetorical leadership twelve leading scholars in three different disciplines provide in depth studies of how words have served or disserved American presidents At the heart of rhetorical leadership lies the classical concept of prudence practical wisdom that combines good sense with good character From their disparate treatments of a range of presidencies an underlying agreement emerges among the historians political scientists and communication scholars included in the volume To be effective they find presidents must be able to articulate the common good in a particular situation and they must be credible on the basis of their own character Who they are and what they can do are thus twin pillars of successful rhetorical leadership Leroy G Dorsey introduces these themes and David Zarefsky picks them up in looking at the historical development of rhetorical leadership within the office of the presidency Each succeeding chapter then examines the rhetorical leadership of a particular president often within the context of a specific incident or challenge that marked his term in office Chapters dealing with George Washington John Adams Thomas Jefferson Theodore Roosevelt Woodrow Wilson Franklin Roosevelt Dwight Eisenhower Ronald Reagan and Bill Clinton offer the specifics for a clearer understanding of how rhetoric serves leadership in the American presidency This book provides an indispensable addition to the literature on the presidency and in leadership studies

**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     *Eisenhower's New-Look National Security Policy, 1953-61* S. Dockrill, 1996-05-21 The New Look sought to formulate a more selective and

flexible response to Communist challenges The New Look was not simply a bigger bang for a buck nor merely a device for achieving a balanced budget nor did it amount solely to a strategy of massive retaliation as is commonly assumed Dr Dockrill's incisive revisionist analysis of the subject throws new light on US ambitious global strategy during the Eisenhower years

**The Development of the American Presidency** Richard J. Ellis, 2015-06-26 A full understanding of the institution of the American presidency requires us to examine how it developed from the founding to the present This developmental lens analyzing how historical turns have shaped the modern institution allows for a richer more nuanced understanding beyond the current newspaper headlines The Development of the American Presidency pays great attention to that historical weight but is organized by the topics and concepts relevant to political science with the constitutional origins and political development of the presidency its central focus Through comprehensive and in depth coverage this text looks at how the presidency has evolved in relation to the public to Congress to the Executive branch and to the law showing at every step how different aspects of the presidency have followed distinct trajectories of change All the while Ellis illustrates the institutional relationships and tensions through stories about particular individuals and specific political conflicts Ellis's own classroom pedagogy of promoting active learning and critical thinking is well reflected in these pages Each chapter begins with a narrative account of some illustrative puzzle that brings to life a central concept A wealth of photos figures and tables allow for the visual presentations of concepts A companion website not only acts as a further resources base directing students to primary documents newspapers and data sources but also presents interactive timelines and practice quizzes to help students master the book's lessons The second edition a new chapter on unilateral powers that brings greater attention to domestic policymaking

*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.

[The Costs of Federalism](#) Robert T. Golembiewski, Aaron B. Wildavsky, 1984-01-01

**Mr. Churchill in the White House** Robert Schmuhl, 2024-07-02

Robert Schmuhl admirably captures the vitality and cunning of Churchill's D.C. residency with consummate skill, colorful anecdotes, and crisp historical analysis. Douglas Brinkley well into the twenty-first century, Winston Churchill continues to be the subject of scores of books. Biographers portray him as a soldier, statesman, writer, painter, and even a daredevil, but Robert Schmuhl, the noted author and journalist, may be the first to depict him as a demanding, indeed exhausting, White House guest. For the British prime minister, America's most famous residence was the summit of the United States, and staying weeks on end with the president as host enhanced his global influence and prestige. Yet what makes Churchill's sojourns so remarkable are their duration at critical moments in twentieth-century history. From his first visit in 1941 to his last one eighteen years later, Churchill made himself at home in the White House seeking to disprove Benjamin Franklin's adage that guests like fish smell after three days. When obliged to be attired, Churchill shuffled about in velvet slippers and a tailored for air raids siren suit resembling a romper. In retrospect, these extended stays at 1600 Pennsylvania Avenue take on a new level of diplomatic and military significance. Just imagine, for example, Ukraine's president Volodymyr Zelensky spending weeks at America's most powerful address discussing war strategy and access to weaponry as Churchill did during the 1940s. Drawing on years of research, Schmuhl not only contextualizes the unprecedented time Churchill and President Franklin D. Roosevelt spent together between 1941 and 1945 but he also depicts the individual figures involved, from Churchill himself to General Ike as he affectionately called Dwight D. Eisenhower to Harry Truman and



not to mention the formidable Eleanor Roosevelt who resented Churchill's presence in the White House and wanted him to occupy the nearby Blair House instead which predictably he did not do Mr Churchill in the White House presents a new perspective on the politician war leader and author through his intimate involvement with one Democratic and one Republican president during his two terms as prime minister Indeed Churchill had his own Special Relationship with these two presidents Diaries letters government documents and memoirs supply the archival foundation and color for each Churchill visit providing a wholly novel perspective on one of history's most perplexing and many faceted figures

**Reader's Guide to American History** Peter J. Parish, 2013-06-17 There are so many books on so many aspects of the history of the United States offering such a wide variety of interpretations that students teachers scholars and librarians often need help and advice on how to find what they want The Reader's Guide to American History is designed to meet that need by adopting a new and constructive approach to the appreciation of this rich historiography Each of the 600 entries on topics in political social and economic history describes and evaluates some 6 to 12 books on the topic providing guidance to the reader on everything from broad surveys and interpretive works to specialized monographs The entries are devoted to events and individuals as well as broader themes and are written by a team of well over 200 contributors all scholars of American history

**Guide to the Presidency** Michael Nelson, 2015-05-01 The Guide to the Presidency is an extensive study of the most important office of the U S political system Its two volumes describe the history workings and people involved in this office from Washington to Clinton The thirty seven chapters of the Guide arranged into seven distinct subject areas ranging from the origins of the office to the powers of the presidency to selection and removal cover every aspect of the presidency Initially dealing with the constitutional evolution of the presidency and its development the book goes on to expand on the history of the office how the presidency operates alongside the numerous departments and agents of the federal bureaucracy and how the selection procedure works in ordinary and special circumstances Of special interest to the reader will be the illustrated biographies of every president from Washington to the present day and the detailed overview of the vice presidents and first ladies of each particular office Also included are two special appendices one of which gathers together important addresses and speeches from the Declaration of Independence to Clinton's Inaugural Address and another which provides results from elections and polls and statistics from each office

*The Presidents and the Constitution* Ken Gormley, 2016-05-10 Shines new light on America's brilliant constitutional and presidential history from George Washington to Barack Obama In this sweepingly ambitious volume the nation's foremost experts on the American presidency and the U S Constitution join together to tell the intertwined stories of how each American president has confronted and shaped the Constitution Each occupant of the office the first president to the forty fourth has contributed to the story of the Constitution through the decisions he made and the actions he took as the nation's chief executive By examining presidential history through the lens of constitutional conflicts and challenges *The Presidents and the Constitution*

offers a fresh perspective on how the Constitution has evolved in the hands of individual presidents. It delves into key moments in American history from Washington's early battles with Congress to the advent of the national security presidency under George W. Bush and Barack Obama to reveal the dramatic historical forces that drove these presidents to action. Historians and legal experts including Richard Ellis, Gary Hart, Stanley Kutler, and Kenneth Starr bring the Constitution to life and show how the awesome powers of the American presidency have been shaped by the men who were granted them. The book brings to the fore the overarching constitutional themes that span this country's history and ties together presidencies in a way never before accomplished.

**The Presidents and the Constitution, Volume Two** Ken Gormley, 2022-09-27. The Presidents and the Constitution explores the evolution of constitutional thought from the Founding Fathers to the progressive era.

**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 National Security : Its Theory and Practice, 1945-1960** Norman A. Graebner, 1986-05-29. Based on a conference at West Point, this volume explores the national security policies developed by the Truman and Eisenhower administrations in response to the threat of Soviet expansionism. More pointed and analytic than any other book on the subject, it shows clearly that the makers of Cold War policy were motivated by fear. It also examines the nature of U.S. security policy and points to the growing gap between the ends and the means of global security policy to protect Western democracy from the Red Menace by using a nuclear strategy with limited applications. The contributors, including David Alan Rosenberg, Lloyd C. Gardner, Martin J. Sherwin, and Gary W. Reichard, explore such issues as how dependence on nuclear weapons became the central doctrine of American foreign policy, the bureaucratic and political context of U.S. security, Eisenhower's ongoing disputes with Army and Navy leaders over the security issue, the objections of Democrats to the evolving security strategy, and the limits of Cold War policy, particularly how the viewing of the Third World through a U.S./Soviet prism impeded the U.S. from developing a truly global security policy. Written in an accessible journalistic style, *The National Security* makes available a wealth of information on the Cold War period and offers insights into fears that dominate political thinking to this day.

**Spaceflight and the Myth of Presidential Leadership** Roger D. Launius, Howard E. McCurdy, 1997. Setting the tone for the collection, NASA chief historian Roger D. Launius and Howard McCurdy maintain that the nation's presidency had become imperial by the mid-1970s and that supporters of the space program had grown to find relief in such a presidency, which they believed could help them obtain greater political support and funding. Subsequent chapters explore the roles and political leadership vis-à-vis government policy of presidents Eisenhower, Kennedy, Johnson, Nixon, Ford, Carter, and Reagan.

**Dear General** Dwight David Eisenhower, Joseph P. Hobbs, 1999-10-28. This collection offers an interesting and

penetrating look at the events that transpired and the man who orchestrated them **Eisenhower** Günter Bischof, Stephen E. Ambrose, 1995-04-01 In observance of Dwight David Eisenhower's one hundredth birthday in 1990 the Eisenhower Center at the University of New Orleans sponsored a series of lectures by distinguished American and European scholars who espouse an exciting breadth of interpretation regarding the man and his times In *Eisenhower A Centenary Assessment* Günter Bischof and Stephen E. Ambrose have assembled thirteen of those lectures revised and updated thus providing an important contribution to scholarship on the thirty-fourth United States president The collection is truly balanced in the interpretive sense with essays by leading revisionist and postrevisionist scholars on Eisenhower Four of the essays address Eisenhower historiography and his role as military commander two concern his presidential domestic policies and the remainder represent an assortment of ongoing research into select areas of his foreign policy by a younger generation of scholars demonstrating how much the evaluation of Eisenhower's handling of foreign affairs remains in ferment Ambrose concludes the volume with a broad summary of Eisenhower's achievements and legacies As Bischof and Ambrose state in their Introduction Eisenhower played a central role for so long and so crucial a period in twentieth century history that his impact contributions successes and failures will be subject to reinterpretation and debate for as long as Western civilization lasts His reputation has already undergone ups and downs from the negative opinions of his contemporaries to the enthusiasm of revisionists in the late seventies and early eighties to the more critical assessments of postrevisionist scholars in the late eighties and the nineties Such is the inevitable cycle of scholarship to look at old problems with new perspectives using new documentation or innovative methods to arrive at new conclusions This centennial reexamination of Eisenhower's place in history will remain a milestone in years to come

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