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From *The Paradoxes of the American Presidency*

The United States as a nation of paradoxes is a theme frequently used to explain the contradictions found throughout American life. In an earlier selection, Michael Kammen called Americans "people of paradox." Here, political scientists Thomas Cronin and Michael Genovese use the concept of paradox to explore the many images that citizens hold of their president. Each image they describe is accompanied by a contrary image. For example, Cronin and Genovese note, the president is supposed to be an average person just like us, while simultaneously being outstanding and extraordinary. With such paradoxical expectations of a president, is it any wonder that Americans judge the executive so harshly?

THE MIND SEARCHES FOR answers to the complexities of life. We often gravitate toward simple explanations for the world's mysteries. This is a natural way to try and make sense out of a world that seems to defy understanding. We are uncomfortable with contradictions so we reduce reality to understandable simplifications. And yet, contradictions and clashing expectations are part of life. "No aspect of society, no habit, custom, movement, development, is without cross-currents," says historian Barbara Tuchman. "Starving peasants in hovels live alongside prosperous landlords in featherbeds. Children are neglected and children are loved." In life we are confronted with paradoxes for which we seek meaning. The same is true for the American presidency. We admire presidential power, yet fear it. We yearn for the heroic, yet are also inherently suspicious

of it. We demand dynamic leadership, yet grant only limited powers to the president. We want presidents to be dispassionate analysts and listeners, yet they must also be decisive. We are impressed with presidents who have great self-confidence, yet we dislike arrogance and respect those who express reasonable self-doubt.

How then are we to make sense of the presidency? This complex, multidimensional, even contradictory institution is vital to the American system of government. The physical and political laws that seem to constrain one president, liberate another. What proves successful in one, leads to failure in another. Rather than seeking one unifying theory of presidential politics that answers all our questions, we believe that the American presidency might be better understood as a series of paradoxes, clashing expectations and contradictions.

Leaders live with contradictions. Presidents, more than most people, learn to take advantage of contrary or divergent forces. Leadership situations commonly require successive displays of contrasting characteristics. Living with, even embracing, contradictions is a sign of political and personal maturity.

The effective leader understands the presence of opposites. The aware leader, much like a first-rate conductor, knows when to bring in various sections, knows when and how to turn the volume up and down, and learns how to balance opposing sections to achieve desired results. Effective presidents learn how to manage these contradictions and give meaning and purpose to confusing and often clashing expectations. The novelist F. Scott Fitzgerald once suggested that, "The test of a first-rate intelligence is the ability to hold two opposed ideas in the mind at the same time." Casey Stengel, long-time New York Yankee manager and occasional (if accidental) Zen philosopher, captured the essence of the paradox when he noted, "Good pitching will always stop good hitting, and vice versa."

Our expectations of, and demands on, the president are frequently so contradictory as to invite two-faced behavior by our presidents. Presidential powers are often not as great as many of us believe, and the president gets unjustly condemned as ineffective. Or a president will overreach or resort to unfair play while trying to live up to our demands.

The Constitution is of little help. The founders purposely left the presidency imprecisely defined. This was due in part to their fears of both the monarchy and the masses, and in part to their hopes that future presidents would create a more powerful office than the framers were able to do at the time. They knew that at times the president would have to move swiftly and effectively, yet they went to considerable lengths to avoid enumerating specific powers and duties in order to calm the then

widespread fear of monarchy. After all, the nation had just fought a war against executive tyranny. Thus the paradox of the invention of the presidency: To get the presidency approved in 1787 and 1788, the framers had to leave several silences and ambiguities for fear of portraying the office as an overly centralized leadership institution. Yet when we need central leadership we turn to the president and read into Article II of the Constitution various prerogatives or inherent powers that allow the president to perform as an effective national leader.

Today the informal and symbolic powers of the presidency account for as much as the formal, stated ones. Presidential powers expand and contract in response to varying situational and technological changes. The powers of the presidency are thus interpreted so differently that they sometimes seem to be those of different offices. In some ways the modern presidency has virtually unlimited authority for almost anything its occupant chooses to do with it. In other ways, a president seems hopelessly ensnared in a web of checks and balances.

Presidents and presidential candidates must constantly balance conflicting demands, cross pressures, and contradictions. It is characteristic of the American mind to hold contradictory ideas without bothering to resolve the conflicts between them. Perhaps some contradictions are best left unresolved, especially as ours is an imperfect world and our political system is a complicated one, held together by countless compromises. We may not be able to resolve many of these clashing expectations. Some of the inconsistencies in our judgments about presidents doubtless stem from the many ironies and paradoxes of the human condition. While difficult, at the least we should develop a better understanding of what it is we ask of our presidents, thereby increasing our sensitivity to the limits and possibilities of what a president can achieve. This might free presidents to lead and administer more effectively in those critical times when the nation has no choice but to turn to them. Whether we like it or not, the vitality of our democracy depends in large measure upon the sensitive interaction of presidential leadership with an understanding public willing to listen and willing to provide support. Carefully planned innovation is nearly impossible without the kind of leadership a competent and fair-minded president can provide.

The following are some of the paradoxes of the presidency. Some are cases of confused expectations. Some are cases of wanting one kind of presidential behavior at one time, and another kind later. Still others stem from the contradiction inherent in the concept of democratic leadership, which on the surface at least, appears to set up "democratic" and "leadership" as warring concepts. Whatever the source, each has implications

for presidential performance and for how Americans judge presidential success and failure. . . .

Paradox #1. Americans demand powerful, popular presidential leadership that solves the nation's problems. Yet we are inherently suspicious of strong centralized leadership and especially the abuse of power and therefore we place significant limits on the president's powers.

We admire power but fear it. We love to unload responsibilities on our leaders, yet we intensely dislike being bossed around. We expect impressive leadership from presidents, and we simultaneously impose constitutional, cultural, and political restrictions on them. These restrictions often prevent presidents from living up to our expectations. . . .

Presidents are supposed to follow the laws and respect the constitutional procedures that were designed to restrict their power, yet still they must be powerful and effective when action is needed. For example, we approve of presidential military initiatives and covert operations when they work out well, but we criticize presidents and insist they work more closely with Congress when the initiatives fail. We recognize the need for secrecy in certain government actions, but we resent being deceived and left in the dark—again, especially when things go wrong, as in Reagan's Iranian arms sale diversions to the Contras.

Although we sometimes do not approve of the way a president acts, we often approve of the end results. Thus Lincoln is often criticized for acting outside the limits of the Constitution, but at the same time he is forgiven due to the obvious necessity for him to violate certain constitutional principles in order to preserve the Union. FDR was often flagrantly deceptive and manipulative not only of his political opponents but also of his staff and allies. FDR even relished pushing people around and toying with them. But leadership effectiveness in the end often comes down to whether a person acts in terms of the highest interests of the nation. Most historians conclude Lincoln and Roosevelt were responsible in the use of presidential power, to preserve the Union, to fight the depression and nazism. Historians also conclude that Nixon was wrong for acting beyond the law in pursuit of personal power. . . .

Paradox #2. We yearn for the democratic "common person" and also for the uncommon, charismatic, heroic, visionary performance.

We want our presidents to be like us, but better than us. We like to think America is the land where the common sense of the common person reigns. Nourished on a diet of Frank Capra's "common-man-as-hero" movies, and the literary celebration of the average citizen by authors such as Emerson, Whitman, and Thoreau, we prize the common touch. The plain-speaking Harry Truman, the up-from-the-log-cabin "man or

woman of the people," is enticing. Few of us, however, settle for anything but the best; we want presidents to succeed and we hunger for brilliant, uncommon, and semiregal performances from presidents. . . .

It is said the American people crave to be governed by a president who is greater than anyone else yet not better than themselves. We are inconsistent; we want our president to be one of the folks yet also something special. If presidents get too special, however, they get criticized and roasted. If they try to be too folksy, people get bored. We cherish the myth that anyone can grow up to be president, that there are no barriers and no elite qualifications, but we don't want someone who is too ordinary. Would-be presidents have to prove their special qualifications—their excellence, their stamina, and their capacity for uncommon leadership. Fellow commoner, Truman, rose to the demands of the job and became an apparently gifted decision maker, or so his admirers would have us believe.

In 1976 Governor Jimmy Carter seemed to grasp this conflict and he ran as local, down-home, farm-boy-next-door makes good. The image of the peanut farmer turned gifted governor contributed greatly to Carter's success as a national candidate and he used it with consummate skill. Early in his presidential bid, Carter enjoyed introducing himself as peanut farmer *and* nuclear physicist, once again suggesting he was down to earth but cerebral as well.

Ronald Reagan illustrated another aspect of this paradox. He was a representative all-American—small-town, midwestern, and also a rich celebrity of stage, screen, and television. He boasted of having been a Democrat, yet campaigned as a Republican. A veritable Mr. Smith goes to Washington, he also had uncommon star quality. Bill Clinton liked us to view him as both a Rhodes scholar and an ordinary saxophone-playing member of the high school band from Hope, Arkansas; as a John Kennedy and even an Elvis figure; and also as just another jogger who would stop by for a Big Mac on the way home from a run in the neighborhood. . . .

Paradox #3. We want a decent, just, caring, and compassionate president, yet we admire a cunning, guileful, and, on occasions that warrant it, even a ruthless, manipulative president.

There is always a fine line between boldness and recklessness, between strong self-confidence and what the Greeks called "hubris," between dogged determination and pigheaded stubbornness. Opinion polls indicate people want a just, decent, and intellectually honest individual as our chief executive. Almost as strongly, however, the public also demands the quality of toughness.

We may admire modesty, humility, and a sense of proportion, but most of our great leaders have been vain and crafty. After all, you don't get to the White House by being a wallflower. Most have aggressively sought power and were rarely preoccupied with metaphysical inquiry or ethical considerations.

Franklin Roosevelt's biographers, while emphasizing his compassion for the average American, also agree he was vain, devious, and manipulative and had a passion for secrecy. These, they note, are often the standard weaknesses of great leaders. Significant social and political advances are made by those with drive, ambition, and a certain amount of brash, irrational self-confidence. . . .

Perhaps Dwight Eisenhower reconciled these clashing expectations better than recent presidents. Blessed with a wonderfully seductive, benign smile and a reserved, calming disposition, he was also the disciplined, strong, no-nonsense five-star general with all the medals and victories to go along with it. His ultimate resource as president was this reconciliation of decency and proven toughness, likability alongside demonstrated valor. Some of his biographers suggest his success was at least partly due to his uncanny ability to appear guileless to the public yet act with ample cunning in private. . . .

One of the ironies of the American presidency is that those characteristics we condemn in one president, we look for in another. Thus a supporter of Jimmy Carter's once suggested that Sunday school teacher Carter wasn't "rotten enough," "a wheeler-dealer," "an s.o.b."—precisely the virtues (if they can be called that) that Lyndon Johnson was most criticized for a decade earlier. President Clinton was viewed as both a gifted Southern Baptist-style preacher by some of his followers and a man who was character challenged, by opponents. . . .

Paradox #4. We admire the "above politics" nonpartisan or bipartisan approach, yet the presidency is perhaps the most political office in the American system, a system in which we need a creative entrepreneurial master politician.

The public yearns for a statesman in the White House, for a George Washington or a second "era of good feelings"—anything that might prevent partisanship or politics as usual in the White House. Former French President Charles de Gaulle once said, "I'm neither of the left nor of the right nor of the center, but above." In fact, however, the job of president demands that the officeholder be a gifted political broker, ever attentive to changing political moods and coalitions. . . .

Presidents are often expected to be above politics in some respects while being highly political in others. Presidents are never supposed to

act with their eyes on the next election, yet their power position demands they must. They are neither supposed to favor any particular group or party nor wheel and deal and twist too many arms. That's politics and that's bad! Instead, a president is supposed to be "president of all the people," above politics. A president is also asked to lead a party, to help fellow party members get elected or reelected, to deal firmly with party barons, interest group chieftains, and congressional political brokers. His ability to gain legislative victories depends on his skills at party leadership and on the size of his party's congressional membership. Jimmy Carter once lamented that "It's very difficult for someone to serve in this office and meet the difficult issues in a proper and courageous way and still maintain a combination of interest-group approval that will provide a clear majority at election time."

To take the president out of politics is to assume, incorrectly, that a president will be generally right and the public generally wrong, that a president must be protected from the push and shove of political pressures. But what president has always been right? Over the years, public opinion has usually been as sober a guide as anything else on the political waterfront. And, lest we forget, having a president constrained and informed by public opinion is what democracy is all about.

The fallacy of antipolitics presidencies is that only one view of the national interest is tenable, and a president may pursue that view only by ignoring political conflict and pressure. Politics, properly conceived, is the art of accommodating the diversity and variety of public opinion to meet public goals. Politics is the task of building durable coalitions and majorities. It isn't always pretty. "The process isn't immaculate and cannot always be kid-gloved. A president and his men must reward loyalty and punish opposition; it is the only way." . . .

Paradox #5. We want a president who can unify us, yet the job requires taking firm stands, making unpopular or controversial decisions that necessarily upset and divide us.

Closely related to paradox #4, paradox #5 holds that we ask the president to be a national unifier and a *harmonizer* while at the same time the job requires priority setting and *advocacy* leadership. The tasks are near opposites. . . .

Our nation is one of the few in the world that calls on its chief executive to serve as its symbolic, ceremonial head of state *and* as its political head of government. Elsewhere, these tasks are spread around. In some nations there is a monarch and a prime minister; in others there are three visible national leaders—a head of state, a premier, and a powerful party chief.

In the absence of an alternative office or institution, we demand that our president act as a unifying force in our lives. Perhaps it all began with George Washington, who so artfully performed this function. At least for a while he truly was above politics, a unique symbol of our new nation. He was a healer, a unifier, and an extraordinary man for several seasons. Today we ask no less of our presidents than that they should do as Washington did, and more.

We have designed a presidential job description, however, that often forces our contemporary presidents to act as national dividers. Presidents must necessarily divide when they act as the leaders of their political parties, when they set priorities to the advantage of certain goals and groups at the expense of others, when they forge and lead political coalitions, when they move out ahead of public opinion and assume the role of national educators, when they choose one set of advisers over another. A president, as a creative executive leader, cannot help but offend certain interests. When Franklin Roosevelt was running for a second term, some garment workers unfolded a great sign that said, "We love him for the enemies he has made." Such is the fate of a president on an everyday basis; if presidents choose to use power they will lose the goodwill of those who preferred inaction. . . .

Paradox #6. We expect our presidents to provide bold, visionary, innovative, *programmatic* leadership and at the same time to *pragmatically* respond to the will of public opinion majorities; that is to say, we expect presidents to lead and to follow, to exercise "democratic leadership."

We want both pragmatic and programmatic leadership. We want principled leadership and flexible, adaptable leaders. *Lead us*, but also *listen to us*.

Most people can be led only where they want to go. "Authentic leadership," wrote James MacGregor Burns, "is a collective process." It emerges from a sensitivity or appreciation of the motives and goals of both followers and leaders. The test of leadership, according to Burns, "is the realization of intended, real change that meets people's enduring needs." Thus a key function of leadership is "to engage followers, not merely to activate them, to commingle needs and aspirations and goals in a common enterprise, and in the process to make better citizens of both leaders and followers."

We want our presidents to offer leadership, to be architects of the future and to offer visions, plans, and goals. At the same time we want them to stay in close touch with the sentiments of the people. We want a certain amount of innovation, but we resist being led too far in any one direction.

We expect vigorous, innovative leadership when crises occur. Once a crisis is past, however, we frequently treat presidents as if we didn't need or want them around. We do expect presidents to provide us with bold, creative, and forceful initiatives "to move us ahead," but we resist radical new ideas and changes and usually embrace "new" initiatives only after they have achieved some consensus.

Most of our presidents have been conservatives or at best "pragmatic liberals." They have seldom ventured much beyond the crowd. They have followed public opinion rather than shaped it. John F. Kennedy, the author of the much-acclaimed *Profiles in Courage*, was often criticized for presenting more profile than courage. He avoided political risks where possible. Kennedy was fond of pointing out that he had barely won election in 1960 and that great innovations should not be forced on the public by a leader with such a slender mandate. President Kennedy is often credited with encouraging widespread public participation in politics, but he repeatedly reminded Americans that caution is needed, that the important issues are complicated, technical, and best left to the administrative and political experts. Seldom did Kennedy attempt to change the political context in which he operated. Instead he resisted, "the new form of politics emerging with the civil rights movement: mass action, argument on social fundamentals, appeals to considerations of justice and morality. Moving the American political system in such a direction would necessarily have been long range, requiring arduous educational work and promising substantial political risk."

Kennedy, the pragmatist, shied away from such an unpragmatic undertaking. . . .

Paradox #7. Americans want powerful, self-confident presidential leadership. Yet we are inherently suspicious of leaders who are arrogant, infallible, and above criticism.

We unquestionably cherish our three branches of government with their checks and balances and theories of dispersed and separated powers. We want our presidents to be successful and to share their power with their cabinets, Congress, and other "responsible" national leaders. In theory, we oppose the concentration of power, we dislike secrecy, and we resent depending on any one person to provide all of our leadership.

But Americans also yearn for dynamic, aggressive presidents—even if they do cut some corners. We celebrate the gutsy presidents who make a practice of manipulating and pushing Congress. We perceive the great presidents to be those who stretched their legal authority and dominated the other branches of government. It is still Jefferson, Jackson, Lincoln, and the Roosevelts who get top billing. Whatever may have been the

framers' intentions for the three branches, most experts now agree that most of the time, especially in crises, our system works best when the presidency is strong and when we have a self-confident, assertive president.

There is, of course, a fine line between confidence and arrogance, between firmness and inflexibility. We want presidents who are not afraid to exert their will, but at what point does this become antidemocratic, even authoritarian? . . .

Paradox #8. What it takes to become president may not be what is needed to govern the nation.

To win a presidential election takes ambition, money, luck, and masterful public relations strategies. It requires the formation of an electoral coalition. To govern a democracy requires much more. It requires the formation of a *governing* coalition, and the ability to compromise and bargain.

"People who win primaries may become good presidents—but 'it ain't necessarily so'" wrote columnist David Broder. "Organizing well is important in governing just as it is in winning primaries. But the Nixon years should teach us that good advance men do not necessarily make trustworthy White House aides. Establishing a government is a little more complicated than having the motorcade run on time."

Ambition (in heavy doses) and stiff-necked determination are essential for a presidential candidate, yet too much of either can be dangerous. A candidate must be bold and energetic, but in excess these characteristics can produce a cold, frenetic candidate. To win the presidency obviously requires a single-mindedness, yet our presidents must also have a sense of proportion, be well-rounded, have a sense of humor, be able to take a joke, and have hobbies and interests outside the realm of politics.

To win the presidency many of our candidates (Lincoln, Kennedy, and Clinton come to mind) had to pose as being more progressive or even populist than they actually felt; to be effective in the job they are compelled to appear more cautious and conservative than they often want to be. One of Carter's political strategists said, "Jimmy campaigned liberal but governed conservative." And as Bill Clinton pointed out toward the end of his first year in office, "We've all become Eisenhower Republicans." . . .

We often also want both a "fresh face," an outsider, as a presidential candidate *and* a seasoned, mature, experienced veteran who knows the corridors of power and the back alleyways of Washington. That's why Colin Powell fascinated so many people. Frustration with past presidential performances leads us to turn to a "fresh new face" uncorrupted by Washington's politics and its "buddy system" (Carter, Reagan, Clinton).

But inexperience, especially in foreign affairs, has sometimes led to blunders by the outsiders. . . .

Paradox #9. The presidency is sometimes too strong, yet other times too weak.

Presidents are granted wide latitude in dealing with events abroad. At times, presidents can act unilaterally, without the express consent of Congress. While the constitutional grounds for such action may be dubious, the climate of expectations allows presidents to act decisively abroad. This being the case, the public comes to think the president can do the same at home. But this is usually not the case. A clashing expectation is built into the presidency when strength in some areas is matched with weakness in other areas.

It often seems that our presidency is *always too strong* and *always too weak*. Always too powerful given our worst fears of tyranny and our ideals of a "government by the people." Always too strong, as well, because it now possesses the capacity to wage nuclear war (a capacity that doesn't permit much in the way of checks and balances and deliberative, participatory government). But always too weak when we remember nuclear proliferation, the rising national debt, the budget deficit, lingering discrimination, poverty, and the clutch of other fundamental problems yet to be solved.

The presidency is always too strong when we dislike the incumbent. Its limitations are bemoaned, however, when we believe the incumbent is striving valiantly to serve the public interest as we define it. The Johnson presidency vividly captured this paradox: many who believed he was too strong in Vietnam also believed he was too weak to wage his War on Poverty. Others believed just the opposite. . . .

Ultimately, being paradoxical does not make the presidency incomprehensible. Can we rid the presidency of all paradoxes? We couldn't, even if we wanted to do so. And anyway, what is wrong with some ambiguity? It is in embracing the paradoxical nature of the American presidency that we may be able to arrive at understanding. And with understanding may come enlightened or constructive criticism. This is the basis for citizen democracy.