

Political Leadership- An Analysis

Ravindra .R

*Assistant Professor, Department of Political Science,
Government First Grade College, H.D.Kote, Mysuru District.*

Abstract

Studies of political management, which are frequently implemented to the foreign coverage and disaster control domains, look at how the behavior of man or woman political leaders can have an effect on policymaking methods and how this could have an effect on what forms of decisions are made. This literature attracts on psychology to pick out character characteristics that may have a crucial impact in the political realm and then uses those characteristics as independent variables to provide an explanation for how they could affect the political manner. Those characteristics can be very strong, along with personality traits, or may be more volatile over time and content count number, including cognitions and motives. Man or woman leaders are considered one of three types of selection gadgets that are used to explain varieties of outcome in overseas coverage selection making. Other varieties of choice gadgets are a single organization and a coalition of independent actors. This phase mainly makes a specialty of political leaders.

After discussing why and when reading political leadership is critical, this studies paper goes on to speak about 3 distinctive aspects of a frontrunner's persona that could impact the political technique: reasons, cognitions, and trends. next, it describes how some studies have attempted to mix three additives to extra appropriately explain political conduct and results. Finally, areas of future studies are diagnosed.

Why is reading Political management vital?

In 2003, U.S. President George W. Bush decided to invade Iraq and forcefully put off its authoritarian president, Saddam Hussein, from strength. This policy become very one of a kind from the primary Gulf struggles for the reason that US. carried out its goal with the help of a far smaller coalition of countries that did no longer contain a number of the traditional allies, inclusive of France and Germany, and without support of the United countries security Council. in spite of these worldwide constraints and susceptible evidence concerning the casus belli (motive of battle)—guns of mass destruction—the president and his advisors strongly believed that invading Iraq become necessary and possible. What the policymakers did no longer expect was that it might draw the us right into a extended battle in Iraq, that guns of mass destruction would not be found, and that it might drain sources from the conflict in Afghanistan, which turned into being performed concurrently. What makes this situation interesting for human beings reading political management is that it changed into a war of choice, no longer one in every of necessity—a desire made via the president. In a case consisting of this, one consequently cannot assist but surprise if a extraordinary leader might have taken an opportunity route of movement. What would have passed off if the very best court docket had declared Al Gore

the winner of the 2000 presidential elections? Could he additionally have selected to invade Iraq, or might he have selected a different direction of motion to deal with Saddam Hussein?

The 2003 Iraq struggle is simply one in all a massive variety of international cases where the individual in price seems to have played a crucial function in its final results. Robert Kennedy, the U.S. lawyer widespread and brother of President John F. Kennedy, as an example, said about the EXCOM—the institution of excessive-stage policymakers who handled the Cuban missile crisis—that “if six of them had been President of the U.S., I think the sector would have been blown up” (metallic, 1969, p. 22). One can also argue that Saddam Hussein performed an crucial independent function in his USA’s selection to invade Kuwait in 1990 (put up, 2003b), or that Woodrow Wilson’s self-defeatist behavior motivated the outcome of the Versailles Peace conference, which brought international conflict I to a close (George & George, 1956).

Even though political leaders make important selections on a daily basis and are at once connected to choices that the administration makes, it is also crucial not to fall into the trap of attributing each worldwide event simply to the personality of the participating nations’ elites. there are many patterns and specific situations in international relations when one does not want to examine who changed into in rate to give an explanation for the final results. The personalities of the U.S. presidents throughout the cold war did now not have an effect on the stalemate between NATO and the Warsaw p.c., and it isn't necessary to realize who is in fee in Britain and France to give an explanation for why these nations not fight every different. The personality of the political leaders does no longer matter in those conditions due to the fact their beliefs and perceptions can in large part be defined by way of the situation. most leaders would act similarly in these conditions.

The need to investigate political management has extended substantially following the cease of the cold war, given that there now not is an agreement at the way wherein the arena is based. Due to the hazard of global warfare III and jointly assured destruction all through the cold warfare, it changed into clean that no chief might significantly mission the popularity quo, so conflicts had been confined to the peripheral regions which include Vietnam and Korea. For the reason that falls of the iron curtain and the Soviet Union specifically, this is not the case. There may be now much more room for interpretation, innovation, misunderstanding, and miscommunication than whilst a bipolar world gadget dominated global interactions (Hermann & Hagan, 1998). For instance, there may be no agreement on how massive the danger of Islamic terrorism is; its miles uncertain to what extent China, Russia, and the EU Union are threatening America in its hegemonic position; and international locations which include Iran and North Korea are very unpredictable of their pursuit of nuclear guns. How the elites interpret these volatile surroundings is accordingly more and more vital.

Information the impact of political leaders isn't something this is simplest interesting to academics. Branches of the U.S. authorities inclusive of the CIA regularly draw on analyses of elites to assist within the

coverage-making procedure (put up, 2003a). One conventional instance is how U.S. President Jimmy Carter trusted personality profiles of Israeli high Minister Menachim begin and Egyptian President Anwar Sadat for the duration of the Camp David negotiations, which caused a peace treaty between the two international locations. The profiles, built by using main political psychologists, warned the president that the personalities of the two leaders conflicted notably; begin changed into very element orientated, even as Sadat targeted extra on the huge image, which could substantially complicate negotiations. Primarily based on these facts, Carter designed a method that removed direct contact between the 2 protagonists and allowed him to behave as a middleman. To this day, experts in political leadership cooperate with different teachers which include cultural anthropologists to suggest the U.S. government.

While is the selection-Making manner important?

Because it is not always equally necessary to attention more narrowly at the choice-making manner to understand why a rustic acts the way it does in the global area, its miles essential to pick out below which situations leadership and the choice-making method are maximum probably to have an independent effect. As put up (2003a) states, the purpose is to distinguish between conditions that comply with the “covering-regulation generalization from a structural principle about a universe of instances or deviates from it because of the operation of intervening causal mechanisms between structural situations and decision outcomes” (p. 64). Pupils have been able to pick out sure conditions wherein the selection-making manner is more likely to have a crucial independent impact. Hagan (2002) states that the decision making manner is specifically essential while the leaders (a) face real uncertainty in responding to worldwide threats; (b) are confronted with trade-offs across competing goals, which includes that of retaining strength; and (c) function in decision structures in which political authority is quite dispersed and fragmented. Examining decision making in these situations is vital due to the fact a loss of facts and intention truth makes it very difficult to decide the rationally optimal path of motion. The outcome will thus strongly rely on “how leaders perceive and interpret the threats based on their belief structures” (Hagan, 2002, p. eleven). One should thus assume that during these cases distinctive varieties of leaders may react in another way.

One particular scenario wherein the selection-making method can play an critical position is in a crisis (Hermann, 1976). A crisis is defined as a scenario in which the policymakers perceive uncertainty, a chance to core values, and time strain. In those situations, policymakers are pressured to make short vital decisions, often with confined data. due to the fact they are no longer necessarily able to have get entry to all information and should deal with problems inclusive of strain (Janis, 1982), psychological factors and the nature of the choice-making structure can turn out to be vital (Vertzberger, 1990). This became exemplified in Jervis’s (1976) groundbreaking work wherein he discusses how notion and misperception can affect international politics.

It's far essential to stress that political leadership can be a necessary element to explain why a certain occasion passed off, however it is never enough. A political chief may be critical because of the way wherein this character translates the surroundings, but it's far the context and conditions that count usually. Elites simplest determine to what volume and in which fashion cues from the environment are interpreted.

Political Leaders as a choice Unit

The persona of political leaders is not the best thing which can affect how selections are made. The literature on foreign policy selection making, building on classics such as Graham Allison's (1971) *The Essence of selection*, distinguishes among 3 forms of choice units: a single group, a coalition of self sufficient actors, and a powerful leader (Hermann, 2002). It's far critical to distinguish amongst those three types; due to the fact various factors impact how those wonderful decision units come to decide a policy. The first kind is a single institution. That is a collection composed of two or more policymakers in which all participants are essential to make the choice to commit resources. Examples of a single organization are the EXCOM at some point of the Cuban missile disaster and President Lyndon Johnson's internal cupboard at some stage in the Vietnam battle. because the focal point is on how a group of human beings involves a choice, the main variables used to give an explanation for how this choice unit selects a coverage are derived from the study of group behavior in social psychology. That is due to the fact in a single organization; choices are made thru a collective, interactive, selection process, in which all individuals participate. The focal point is consequently on elements including institution pressures and the presence of a minority.

A second choice unit is a coalition of independent actors. This decision unit is composed of a group of independent actors who need to work together to come to a decision. Even though the group members can proportion not unusual desires, their primary loyalty isn't toward the coalition. They have their own constituency that they're accountable to. Within the United international locations Security Council, as an instance, the member countries do not act as a unmarried organization. Their primary loyalty does now not lie with the united international locations but their respective countries' self-interests. The equal can be said for the political parties that compose a coalition government. This decision-making unit focuses greater on the styles of choice policies and elements which could help actors with distinctive positions come to an agreement.

The point of interest on this research paper is on political management, or conditions in which an person is obliged to, or chooses to, take the authoritative choice. This form of choice unit is principal in nations or international groups wherein one individual is vested with the authority to devote or withhold the assets of the government with reference to foreign coverage subjects (Hermann, 2002). Right here, the point of interest is on man or woman leaders and how their personalities can impact the choice-making procedure and coverage outcome. who is in strength can have an effect on what statistics is taken into consideration, what factors inspire a selection, and the way the advisory gadget is structured (who takes element wherein layout; Hermann &

Preston, 1994), and so forth. The most important leaders are specifically probable to be discovered in authoritarian nations and dictatorships such as Mugabe in Zimbabwe and Lukashenko in Belarus however also can be critical in countries including the united states, wherein the president enjoys a number of unbiased strength in the foreign policy realm, among others. The systematic have an impact on of management also can be detected in different cases such as worldwide corporations and conditions in which the leader is first amongst equals, but in these situations, the person impact could be lots less direct and consequently extra difficult to detect or measure. they are able to, for instance, try to set the time table or try to persuade other crucial actors, however their policy choices do not supply direct results.

The subsequent section makes a specialty of the three distinct components of character: (1) reasons, (2) cognitions and beliefs, and (3) temperament and interpersonal traits, which are also often classified character trends (Shafer, 2000). (wintry weather, 2003c, adds the situational context as a fourth component, however that is much less usually accepted.) every part in brief defines the issue, addresses how this factor of a person's personality can affect the manner a leader behaves, discusses a few critical measures which can be used, and mentions some of precise findings.

Motives

One institution of things which can impact how someone will behave inside the political realm is his or her reasons. These are the different training of goals in the direction of which people direct their conduct. As winter (2003b) states, motives have an effect on how leaders construe the leadership role. Reasons have an impact on perceptions of possibility and danger, they have an effect on the accessibility of different patterns and abilities, and that they determine resources of management delight, pressure, frustration, and vulnerability. For instance, two students with identical intelligence and skills can make exclusive selections based totally on what drives them. If one among them is prompted because she or he wants to achieve success in his or her studies while the opposite is greater interested in being famous amongst peers, their attitudes toward school are probably to vary significantly. The interpersonally stimulated scholar is much more likely to be swayed to visit a party the day before a take a look at even as a undertaking-pushed scholar is much more likely to stay home to take a look at. As a end result, their examination rankings will possibly range, in spite of the two college students' identical intelligence.

Motives are not regular; they can exchange due to external incentives and internal dynamics and may be subject to distortion, deception, and rationalization. Goals may be finished, humans can be disenchanted, and new goals can emerge. Although there are many specific motives which could pressure people to behave in a certain way, research in political leadership typically cognizance on 3: (1) need for electricity, (2) fulfillment, and (3) affiliating themselves with others. As with many other personality variables, motives are often measured at a distance through content analysis of verbal behavior.

A primary critical cause is named want for strength. A person who rankings excessive on this variable is involved about having an impact, manage, or affect over every other individual, institution, or the arena at large. A high rating on need for power does now not imply that this man or woman is always a Hitler, Napoleon, or similar to any villain in a James Bond film. as an alternative, these human beings can have qualities that can be useful as well as negative for his or her management function. in keeping with wintry weather (2003b), folks who rating excessive on need for electricity tend to be extra adept at building alliances with others, and that they actively outline the situation themselves, inspire people to take part, and attempt to influence others. at some stage in negotiations, they have a tendency to be exploitative and competitive and generally tend to rely on political professionals for advice, in place of pals. Hermann (1980) observed that among forty five global leaders, power-influenced leaders tended to be greater impartial and confrontational. Winter (1980) also states that electricity motivation is related to involving the US of a in conflict.

Some other reason that can affect political behavior is called want for fulfillment. This motive refers to a person's concern approximately attaining excellence (iciness, 2003b). People who rating excessive on this variable tend to be rational calculators, pursuing their self-interest. despite the fact that achievement-inspired individuals do well in business, they do no longer always feature properly within the political domain. This is due to the fact in coping with a trouble, after they have set up the best answer, they tend to want to push this plan thru, although others disagree. In dealing with a economic crisis, as an instance, some believe that huge-scale government intervention is vital while others accept as true with the marketplace will balance itself. In such situations, an achievement-oriented leader can alienate part of his or her constituency via pushing forward a divisive application.

The cause termed need for affiliation measures to what quantity a person is involved approximately organizing, keeping, or restoring pleasant relations among folks and organizations (iciness, 1991). Leaders who score excessive on this cause are extra focused towards others. Their circle is frequently small and includes human beings whom these leaders accept as true with and whom they prefer. Those kinds of leaders tend to be more peaceful and cooperative (Hermann, 1980) — so long as they're surrounded via like-minded others and do no longer experience threatened. They're additionally more prone to the impact of self-looking for subordinates and scandal. Nixon, for instance, scored high on association as well as success (wintry weather & Carlson, 1988).

Cognitions and beliefs

A second manner in which a frontrunner's personality can affect the choice-making procedure is through his or her cognitions, beliefs, or both. This includes a wide type of mental representations, schemas, models, categories, beliefs, values, and attitudes (iciness, 2003a). This class analyzes ways in which people view numerous pleasant and opposed businesses, exclusive social structures, and themselves. It additionally

encompasses how these leaders interpret, shape, and retrieve information, as well as leaders' trendy beliefs approximately the character of politics and the sector in popular. Cognitions and beliefs can play a completely essential function due to the fact they determine how records is processed and which information is chosen. for instance, someone who is satisfied that the world is an evil place where all and sundry is out to get him or her is much more likely to simply accept facts that helps this worldview than someone who believes the international realm is more peaceful and cooperative. Ideals have a tendency to be fairly fixed however may be suffering from persuasion. An man or woman who grew up fearing the Soviet Union due to the bloodless battle is very not likely to speedy exchange his or her opinion approximately Russia and its human beings. He or she will be able to, but, exchange beliefs by way of, as an instance, moving to Russia or having to paintings with a variety of Russians on a each day foundation.

One of the maximum studied cognitive functions is conceptual complexity. Do leaders technique statistics in simplistic approaches, or do they apprehend extraordinary points of view? Do they view the world in black and white alternatives, or are they capable of recognize many one of a kind sun shades of grey? Conceptual complexity may be dealt with as a stable personality trait. This characteristic can result in management achievement, affecting, as an example, the length of tenure in high office and may reduce strain during crises (Wallace & Suedfeld, 1988). Bill Clinton, as an example, ratings fairly excessive on conceptual complexity in comparison to other world leaders (Hermann, 2003b).

Studies have also tested how the context would possibly have an impact on complexity or how people with unique ranges of complexity react to distinctive conditions (Suedfeld, Guttieri, & Tetlock, 2003). Suedfeld, Tetlock, and Streufert (1992) check with this interplay as integrative complexity. excessive scores on integrative complexity were located to be related to peaceful resolution (versus escalation) of worldwide struggle (Tetlock, 1977). It does no longer suggest, but, that high complexity leads to better decisions. Chamberlain, who was comparatively complicated at some point of the Munich convention, was outmaneuvered via Hitler in spite of the latter's low level of complexity (Suedfeld et al., 2003).

An essential tool for measuring a pacesetter's beliefs is the operational code (George, 1969). this is a set of philosophical ideals approximately the nature of political life (concord or conflict), the predictability and controllability of political results, and instrumental beliefs about the first-class way to pursue dreams and calculate dangers. Those ideals feature as courses to political decision making, especially under situations of relative uncertainty about the effects of selecting one route of movement instead of another (Walker, 1990). These beliefs vary in diploma over time and for one of kind trouble regions (Walker, Shafer, & young, 2003). Renshon (2008), as an instance, tested together with his evaluation of President George W. Bush that position modifications and annoying activities caused important shifts in his ideals. This technique is in particular beneficial for gaining an expertise of recent actors approximately whom we recognize little, as become the case

whilst Vladimir Putin replaced Boris Yeltsin as Russian president. Walker, Schafer, and younger (1998) have developed goal quantitative methods for assessing operational codes primarily based on the verbs in context technique.

A number of different beliefs and interpersonal fashion variables have additionally been studied that may affect how leaders act inside the political realm. Hermann (1980), for example, developed at-a-distance techniques to measure stage of nationalism, mistrust of others, perception that you will manipulate occasions, and self-confidence. Hermann located that distrust and nationalism had been related to expressions of sturdy negative have an effect on towards different nations and with low degrees of useful resource commitment in foreign family members. She additionally observed that leaders with high ranges of self-self assurance are more proof against incoming information and feel less forced to conform to the character of the scenario.

Trends

A 3rd thing of someone's character is a frontrunner's tendencies. even though many psychologists use the term trait to refer to all personality variables, others outline this term as the public, observable factors of character. Without always understanding a person's ideals, motivations, or highbrow capacities, its miles feasible to make a few statements about an character, in basic terms based on what one sees. inside the popular TV series buddies, for instance, the man or woman Rachel inexperienced, performed by using Jennifer Aniston, may be described as being self-absorbed, outgoing, and photo aware, whilst Monica Geller, performed through Courtenay Cox Arquette, is obsessive, aggressive, and neurotic. Scholars in the main agree that there are five massive tendencies which are considered fundamental and are consequently most often utilized by political psychologists. they may be (1) extraversion or urgency, (2) agreeableness, (three) conscientiousness, (four) emotional balance or neuroticism, and (5) openness to stories (iciness, 2003a). Even though most concur that these are the five most salient traits, there is massive discussion as to the content and shape of each thing.

Those variables are regularly coded via asking historians, or different individuals which have studied the chief, to fill in questionnaires that explore for the diverse developments, the use of, for instance, adjective take a look at lists or by way of content material analyzing descriptions of leaders via other policymakers. Trends reminiscent of extraversion and openness had been connected to a diffusion of measures of presidential performance (Simenton, 1988), and different research determined a correlation among openness and greatness (Rubenzer, Faschingbauer, & Ones, 2000).

Multivariate procedures

The previous phase treated the 3 essential classes of personality—motives, cognitions, and trends—separately, specializing in how these distinctive components can impact a leader's choice. Very frequently, but, behavior isn't decided through one sole element however is alternatively an interplay between specific parts of someone's persona. reasons may power you to do something, however how you interpret the state of affairs

determines whether or not you even look at that there is a hassle or not. a few studies have tried to mix distinct persona components to have a look at political conduct.

One attempt to integrate the various personality dimensions is Hermann's (1987) management Trait evaluation (LTA). This technique combines seven personality trends to create an usual leadership profile. these are conceptual complexity, belief that the chief can manipulate events, self-self belief, want for energy, assignment awareness, distrust of others, and in-institution bias. mixtures of these variables are then used to reply 3 questions: Is the leader open or closed to data, is she or he assignment or dating targeted, and will the person recognize or assignment constraints? How the chief scores on those questions then determines which of eight management styles a pacesetter has: expansionistic, evangelistic, actively independent, directive, incremental, influential, opportunistic, or collegial. Invoice Clinton, as an instance, is considered to be a collegial leader: He generally respects constraints, is open to information, and is inspired via both solving the hassle and keeping morale excessive (Hermann, 2003b).

Hermann and Preston (1994) have also related management fashion to the manner wherein U.S. presidents arrange their advisory systems: whether it's miles formalistic, competitive, or collegial. Kille (2006) also combined one of a kind LTA variables to determine how secretaries widespread of the United nations will approach their positions. He demonstrates that whether or not the chief is a manager, a strategist, or a visionary will determine how the man or woman will use his or her time table-placing power, clear up disputes, and method possible UN interventions.

Conclusion

To this point, research in political leadership had been very successful in determining that leadership topics (Hermann & Hagan, 1998). Studies have determined some of factors of an person's persona which could decide politically critical behaviors such as the selection of advisors, the processing of advice, hazard-taking propensity, and negotiating styles. Research has also located a dating between a few character components and huge overseas policy consequences consisting of going to conflict. Nonetheless, leadership as an independent variable in global relations will constantly be constrained in what it can explain considering that it will usually to a point be encouraged by means of the environment. a leader may be very battle inclined and may push his or her united states closer to attacking every other kingdom. Nonetheless, this doesn't mean that violence will necessarily occur, considering different nations would possibly intrude, or domestic factors together with other institutions or famous outcries may still force the chief to exchange his or her thoughts. Management can hence never by itself absolutely predict actual conditions (wintry weather, 2003c).

The study of political leadership is a continuously evolving field. next to operating on making the contemporary variables more dependable and valid, pupils also are analyzing how the extraordinary additives that have been installed would possibly relate to every different and how they could have interaction in

systematic approaches. Researchers are also constantly expanding into new regions. they may be investigating new character additives inclusive of creativity and impulsivity. The literature is also steadily increasing into inspecting how feelings along with tension and anger affect decision making (put up, 2003a).

Next to locating new and progressed measures of personality additives, the literature also wishes to observe new regions wherein leadership can have a big independent impact. to this point, maximum of the research have focused on the most probably instances of leadership or tested people wherein the impact on the political realm would be most apparent, which includes presidents, authoritarian leaders, or both, or the studies have centered on conditions where leaders had been pressured to take self sufficient decisions such as all through international crises. One location wherein political management has but to extend considerably is conditions in which the management effect is not as direct. Kille and Scully (2003) and Kille (2006), for example, have a look at the secretaries preferred of the United Nations and the presidents of the European fee and observe how their leadership styles can be important, notwithstanding no longer having any genuine formal electricity that comes with their positions. Political management can also take a look at instances wherein leaders such as presidents and high ministers can play a position outdoor the area where they've historically held most strength. One instance is the U.S. president's nation of the Union deal with. Do presidents' motivations and openness to facts affect whether these people will actively try and set the agenda or be extra reactive to pressures from the media and public opinion?

The hastily advancing and extensively to be had generation also offers remarkable opportunities to strengthen the understanding of political leadership within the close to destiny. web sites inclusive of LexisNexis and the arena news Connection, amongst others, allow scholars smooth access to a extensive form of supply cloth inclusive of speeches and interviews. This cloth is frequently translated into English and can be accessed inside days, hours, or in some cases even minutes of the occasion. Laptop-assisted content evaluation techniques additionally permit scholars to code this cloth in drastically less time, without endangering validity or reliability. This improved availability of information, in addition to the capability to code a lot quicker, gift the opportunity to do comparative research of management on a far large scale. Those studies can either rely on a far larger pattern of political leaders or have a look at how the personality elements of an person evolve across time or in special situations. for example, it's far now possible for pupils with a confined budget to create leadership profiles of all members of the U.S. Congress or different country wide or global our bodies.

The significance of political management is in all likelihood to preserve in the destiny, for the reason that instability within the global suggests no sign of converting and country wide and international crises can erupt at any time. Students will accordingly continue to have a plethora of instances and individuals to examine and higher cloth and techniques to perform this. These consequences will then, it's far to be was hoping, be used

now not handiest to enhance technology however additionally to assist design strategies so that it will avoid disasters and assist solve conflicts on a worldwide level.

Bibliography:

1. Allison, G. T. (1971). *The essence of decision: Explaining the Cuban missile crisis*. Boston: Little, Brown.
2. Barber, J. D. (1992). *The presidential character: Predicting performance in the White House* (3rd ed.). Englewood Cliffs, NJ: Prentice Hall.
3. George, A. L. (1969). The “operational code”: A neglected approach to the study of political leaders and decision making. *International Studies Quarterly*, 13(2), 190-220.
4. George, A. L., & George, J. L. (1956). *Woodrow Wilson and colonel house: A personality study*. New York: John Day.
5. Hagan, J. D. (2002). Does decision making matter? Systemic assumptions versus historical reality. In M. G. Hermann (Ed.), *Leaders, groups, and coalitions: Understanding the people and processes in foreign policymaking* (pp. 5-46). London: Blackwell.
6. Hermann, M. G. (1976). Circumstances under which leader personality will affect foreign policy: Some propositions. In J. Rosenau (Ed.), *In search of global patterns* (pp. 326-332). New York: Free Press.
7. Hermann, M. G. (1980). Explaining foreign policy behavior using the personal characteristics of political leaders. *International Studies Quarterly*, 24(1), 7-46.
8. Hermann, M. G. (1987). *Handbook for assessing personal characteristics and foreign policy orientations of political leaders*. Columbus: Ohio State University, Mershon Center for International Security Studies.
9. Hermann, M. G. (2002). How decision units shape foreign policy: A theoretical framework. In J. D. Hagan & M. G. Hermann (Eds.), *Leaders, groups, and coalitions: Understanding the people and processes in foreign policy decision making* (pp. 47-82). Malden, MA: Blackwell.
10. Hermann, M. G. (2003a). Assessing leadership style: Trait analysis. In J. M. Post (Ed.), *The psychological assessment of political leaders* (pp. 178-214). Ann Arbor: University of Michigan Press.
11. Hermann, M. G. (2003b). William Jefferson Clinton’s leadership style. In J. M. Post (Ed.), *The psychological assessment of political leaders* (pp. 313-323). Ann Arbor: University of Michigan Press.
12. Hermann, M. G., & Hagan, J. D. (1998). International decision making: Leadership matters. *Foreign Policy*, 110, 124-37.
13. Hermann, M. G., & Preston, T. (1994). Presidents, advisers, and foreign policy: The effects of leadership style on executive arrangements. *Political Psychology*, 15(1), 75-96.
14. Houghton, D. P. (2009). *Political psychology: Situations, individuals, and cases*. New York: Routledge.
15. Janis, I. L. (1982). *Victims of groupthink*. Boston: Houghton Mifflin.