

Index

- Abelson, Robert P., 147 n19, 155 n18
- Acheson, Dean
as bloc leader, 96
coding of, 86
as conciliator, 98
and international political system, 95
personality assessment for, 72, 94
policy positions of, 76, 78-79, 82-83,
91, 93, 94
- Achievement motivation, of American
presidents, 69
- Action, emotion-based syndrome of, 59-
62. *See also* Emotional engagement
- Advisers, presidential
Kennedy's, 3
in study sample, 71
- Affection, measures of, 19
- Age, and foreign policy views, 65
- Aggression, attitudes toward, 27-29. *See
also* Force
- Ajzen, Icek, 155 n18
- Allison, Graham T., 136 n12
- Ambiguity
of decision making, 59
intolerance of, 12
- Ambition, 61
and advocacy of force, 48, 63, 126-
127
and emotional engagement, 43
heroic, 105
impact on perceptions, 58
measures for, 20
and organizational setting, 47
and other personality traits, 22-23, 24
and perception of Soviet foreign
policy, 53-55, 64, 103
of sample population, 21
and sexual dynamics, 62
and trustfulness, 18
- Ambition-fear syndrome, 60, 152 n7
- Ambivalence, xiv, 47
elite modal personality and, 47
of FSOs, 34
- Anthropology
of ideology, 69
and narcissism syndromes, 61
of war, 60, 131
- Anticommunism, and policy judgments,
29-30. *See also* Cold war
- Anxiety, and isolationism, 13
- Argyris, Chris, 8, 14, 136 n11, 138 n28,
141 n18, 152 n7
- Atkinson, J. W., 151 n1
- Atkinson, Tom, 136 n14
- Attenuation, problem of, 122-123
- Attitudes
toward détente, 30
toward foreign aid, 27
male chauvinist, 61
and perceptions, 34-35, 36-37
and policy judgments, 26-34
shaping of, 8
toward use of force, 32 (*see also*
Force)
- Authoritarianism, 12, 145 n16
- Axelrod, Robert M., 134 n2
- Bacon, Robert, 92
and international political system, 95
personality assessment for, 72
policy positions of, 74
- Balance of power, in international
politics, 98
- Ball, George W., 151 n14
- Barber, James D., 16, 133 n6, 138 n30,
151 n14
- Bay of Pigs, 1, 2
attitudes toward use of force in, 32
decision making for, 4, 60
- Best-fit equations, 39-40, 117-118
- Best prediction equations, 62-65
- Bettelheim, Bruno, 148 n24
- Bias
identification of, 67
personal, 131-132
in personality assessment, 81
in State Department study, 110-113
- Bloc leaders, examples of, 95, 96
- Britain
attitudes toward, 7
image of, 103
perceived foreign policy of, 54
- Bryan, William Jennings
and international political system, 95
personality assessment for, 72, 73
policy positions of, 74, 76
- Bundy, McGeorge, 151 n14
"Bureaucratic politics," 8-9

- Business, attitudes toward, 30
- Byrnes, James F.
and international political system, 95
personality assessment for, 72
- Campbell, Donald T., 135 n3, 137 n19,
138 n33, 148 n21
- Caribbean
American intervention in, 7
attitudes toward use of force in, 32
- Christiansen, Bjorn, 9-10, 85, 136 n14
- Citrin, Jack, 136 n14
- Civil liberties, attitudes toward, 29
- Cognition, emotion-based syndrome of,
59-62
- Cognitive complexity, 12
- Colby, Bainbridge
and international political system, 95
personality assessment for, 72
- Cold war. *See also* Soviet Union
argument about origins of, 62
perceptions of, 34
traditional view of, 24, 143 n44
- Competitiveness
and advocacy of force, 48, 126-127
and desired military capability, 128-
129
impact on perceptions, 58
in interpersonal generalization theory,
41-42
measures for, 19
and organizational setting, 47
and other personality traits, 22-23
and perceptions of Soviet foreign
policy, 130
of sample population, 21
and sexual dynamics, 62
and trustfulness, 18
- Complexity, 12
- Compulsion, self-assertive, 10
- Conciliators, 95, 97-98. *See also* Leaders
- Confidence, inappropriate, xv
- Conservatism
and advocacy of force, 63
and desired military capability, 64
and policy ambivalence, 47
as predictor, 65
of study results, 122
- Coolidge, Calvin
and international political system, 95
as maintainer, 97
personality assessment for, 72
- Correlations, defined, 22
- Courage, 106
- Cuban missile crisis, 2. *See also* Bay of
Pigs
- Cueing, 54, 57
- Davis, James C., 134 n3
- Day
and international political system, 95
personality assessment for, 72
- Decision makers. *See also* Leaders
mistakes of, 1
and personality aspects, 6
role of, 134 n3
and sources of error and war, 104-105
- Decision making
dreamlike, 59
as imaginative process, 102
personality-based, 5
pseudorationality in, 53 (*see also*
Pseudorationality)
rationality in, 99-100
sources of error in, 8
- Deliberation, as imaginative process, 102
- DeRivera, Joseph, 136 n10, 151 n3
- Detachment, professional, 33. *See also*
Emotional engagement
- Détente, 30, 67
- Deutsch, Karl W., 1, 66, 133 n4
- Dewey, John, 102
- Diplomats. *See* Foreign service officers
- Disagreements, scoring of, 91
- Disillusionment, xiv, 44, 131
- Dogmatism, 12, 13, 20
- Domestic policy specialists, 18, 138 n5
on American foreign policy, 31
attitudes toward communism, 30
on business, 30
decision making of, 4
general attitudes of, 35, 38
on internationalism, 27
life planning of, 21
and military policy, 31-32
political views of, 34
responses of, 119
and Soviet Union as threat, 24-25
on underdeveloped countries, 29
views of future, 26

- Dominance**
 and advocacy of force, 85
 and desired military capability, 128-129
 facets of, 21, 24
 impact on perception, 58
 measures of, 19
 in Nixon administration, 99
 and other personality traits, 22-23
 and perceptions of Soviet foreign policy, 54, 130
 in personality assessment, 73
 as role-appropriate behavior, 88-89
 and sexual dynamics, 62
 and trustfulness, 18
- Dominance scores, in historical study, 79**
- Dominance-submission scale, 21**
- Dominican Republic**
 attitudes toward use of force in, 32
 Johnson's invasion of, 5
- Donley, R. E., 69, 81, 84, 104, 149 n1, 150 n7**
- Doves, psychological identification of, 34**
- Dulles, John Foster, 73**
 as bloc leader, 96
 as conciliator, 98
 containment doctrine of, 5
 and international political system, 95
 personality assessment for, 72, 80, 81
 policy positions of, 76, 82-83, 91, 94
- Eckhardt, William, 10, 21, 69, 136 n14, 137 n14, 148 n21, 149 n3**
- "Ego trips," 132**
- Ehrlichman, John, memoirs of, 99**
- Eisenhower, Dwight D.**
 as conciliator, 98
 and international political system, 95
 personality assessment for, 72, 84
 policy positions of, 76, 82-83, 91
- Elites**
 modal personality for, 47, 50, 57-59, 131
 responsibility of, 106
 self images of, 108
 world view of, 24-26
- Emotional engagement**
 and ambition, 43
 cueing of, 57
 and decision making, 122
 and fantasy displacement, 43
 of military officers, 42, 43
 at OMB, 57, 58
 and rationality, 46
- Empathy, 56, 107**
- Erikson, Erik, 133 n6**
- Error, sources of, 104-105**
- Etheredge, Lloyd S., 135 n4, 137 n25, 138 n1, 148 n21**
- Ethnocentrism, 11, 17**
 and inverse self-based inference, 55-56
 and policy making, 43-44
- Etzioni, Amitai, 134 n3**
- Experience**
 first round, 62
 internalization of, 59
- Extraversion**
 of American leaders, 72
 measures for, 81
 and other personality traits, 22-23
 and perceptions of Soviet foreign policy, 85
 in personality assessment, 73
- Extraversion scores, 79, 141 n23**
- Eysenck, H. J., 140 n13**
- Fantasy displacement**
 and policy making, 9-17
 and use of force, 42-43
- Fantasy projection, and attribution, 17**
- First-round experiences, 62**
- Fishbein, Martin, 144 n18**
- Fitzgerald, Frances, 8**
- Flexibility, 52, 107, 108**
 of decision making, 59
 of FSOs, 13, 20
- Force**
 personal detachment from, 33
 use of, 31, 32
- Force, advocacy of**
 and ambition, 48, 63, 126-127
 and conservatism, 63
 and disillusionment, 44
 and dominance, 85
 and fantasy displacement, 42-43
 and hostility, 126-127
- Foreign aid, 27, 142 n31**
- Foreign policy**
 evaluation of, 31

- Foreign policy (continued)
 influence of elite political culture
 on, 14
 influence of personality on, 10
 personalization of, 106
 secrecy in, 54-55
 as self-expression, 50-52
 self-identification with, 11-12
- Foreign service officers
 ambition of, 140 n17
 on American foreign policy, 31
 attitudes toward communism, 30
 cognitive style of, 13
 decision making of, 4
 general attitudes of, 35, 38
 on internationalism, 27
 and military policy, 31-32
 national security concept of, 51
 organizational context for, 15-16
 political views of, 34
 responses of, 119, 153 n2
 role of, 68
 and Soviet Union as threat, 24-25
 in State Department study, 18
 on underdeveloped countries policy,
 29
 views of future, 26
- Freudian theory
 on ethnocentrism, 11
 on repressed impulses, 17
- Fulbright, J. William, 2
- Garnham, David, 13, 20, 137 n24,
 140 n14, 154 n10
- George, Alexander, 8, 133 n5, 135 n7,
 135 n8, 152 n8
- George, Juliette, 133 n6
- Gergen, Kenneth, 136 n13
- Gestalt, 62
- Government, political subordination of
 self to, 14
- Graebner, Norman A., 87, 150 n9
- Greenstein, Fred I., 134 n3, 135 n3,
 135 n4, 149 n4
- "Groupthink," 66, 150 n5
 pressures toward, 71
 as syndrome, 8
- Habits, 102
- Halberstam, David, 1
- Haldeman, Robert, memoirs of, 99
- Halperin, Morton, 136 n12
- Harding, Warren
 and international political system, 95
 personality assessment of, 72
 policy positions of, 76, 82-83
- Harr, John E., 20, 140 n17
- Hawks, psychological identification of,
 34
- Hay, John
 as conciliator, 98
 and international political system, 95
 personality assessment of, 72
 policy positions of, 74
- Hermann, Charles F., 135 n8
- Hermann, Margaret, 133 n6, 135 n3, 136
 n9
- Herter, Christian
 and international political system, 95
 personality assessment for, 72
 policy positions of, 82-83
- Hilsman, Roger, 133 n1
- Historical study, 70-100, 131
 perspective on, 100
 sample for, 71
- Hitler, Adolph, 68
 ambition-fear syndrome of, 157 n7
 personal psychology of, 105
- Holsti, Ole, 8, 133 n6, 134 n2, 135 n8
- Hoover, Herbert
 as bloc leader, 96
 coding of, 86
 and international political system, 95
 personality assessment for, 72, 84, 94
 policy positions of, 76, 82-83, 93
- Hopkins, Harry L.
 and international political system, 95
 personality assessment for, 72
- Hostility
 and advocacy of force, 48, 126-127
 and desired military capability, 128-
 129
 in interpersonal generalization theory,
 41
 measures of, 19
 and organizational setting, 47
 and other personality traits, 22-23, 24
 of sample population, 21

- Hostility-affection scale, 21
- House, Edward M.
and international political system, 95
personality assessment of 72
policy positions of, 76
- Hughes, Charles Evans
as bloc leader, 96
as conciliator, 98
and international political system, 95
personality assessment of, 72
policy positions of, 76, 82-83
- Hull, Cordell
as bloc leader, 96
coding of, 86
and international political system, 95
personality assessment for, 72
- Ideal self, 17
- Identification, national, 11-12
- Impulses, 102
- Indonesia
American intervention in, 7
attitudes toward use of force in, 32
- Inference, self-based, 9
inverse, 17, 55-56
and perception, 16-17
- Inflexibility, and isolationism, 13. *See also* Flexibility
- Instrumentation. *See also* Scales
best-fit equations, 39-40
best prediction equations, 62-73
Leary Interpersonal Checklist (ICL),
19, 115, 154 n9, 155 n20
Maudsley inventory of intrapsychic
conflict, 44
Maudsley Personality Inventory, 20,
115
semantic differential, 19-20, 115
- International politics
as art, 105
attitudes toward, 26
balance of power in, 98
as projective test, 101-104
psychological approaches to, 134 n3
- Interpersonal generalization
inverse, 11, 43-44
and personality assessment, 84
and policy making, 9-10, 41-42
- Introvert-extravert scale, 21
- Intuition
appropriateness of, 108
flexibility of, 107
projective, 53, 55, 59, 101, 103
- Irrationality, 66. *See also* Pseudorationality
- Isolationism, 12
- Janis, Irving, 8, 133 n1, 135 n8, 136
n10, 150 n5
- Janowitz, Morris, 148 n14
- Japanese leaders, personal psychology
of, 105
- Jervis, Robert, 135 n6, 147 n19
- Johnson, Lyndon B.
ambition-fear syndrome of, 152 n7
Dominican Republic decision of, 33
and escalation of Vietnam War, 5
heroic ambition of, 105
and international political system, 95
personality assessment for, 72, 81
policy positions of, 78-79, 82-83, 91
- Judges, personalities of, 2
- Kahn, Herman, 16
- Kaplan, Morton, 134 n2
- Kearns, Doris, 133 n6, 153 n9
- Kellogg, Frank B.
and international political system, 95
as maintainer, 97
personality assessment for, 72
- Kelman, Herbert, 134 n3
- Kennan, George
coding of, 86
and international political system, 95
as maintainer, 97
personality assessment for, 72
policy positions of, 76, 78-79, 91, 93,
94
- Kennedy, John F., 1
ambition-fear syndrome of, 152 n7
and Bay of Pigs, 2-3, 4, 60
heroic ambition of, 105
and international political system, 95
personality assessment for, 72, 94
policy positions of, 76, 78-79, 82-83,
91
and Special Forces, 4
as world leader, 96

- Khrushchev, Nikita, 2, 105
- Kissinger, Henry, 14-15, 99, 137 n27
- Kite, W. R., 43
- Klinger, Eric, 151 n1
- Knorr, Klaus, 134 n2
- Knox, Philander C.
and international political system, 95
personality assessment of, 72
policy positions of, 74, 93
- Knutson, Jeanne, 134 n3, 153 n5, 155 n18
- Lane, Robert E., 6, 16, 138 n31, 152 n6
- Lansing, Robert
and international political system, 95
personality assessment for, 72
policy positions of, 74, 76
- Lasswell, Harold D., 108, 132, 133 n6, 150 n13, 153 n10
- Lawmakers, personalities of, 2
- Leaders. *See also* Decision makers
bloc vs. world, 96-98
image of, 132
need for, xv
vs. professionals, 141 n19
selection of, 106
- League of Nations, leaders' views of, 98
- Leary Interpersonal Checklist (ICL), 19, 115, 154 n9, 155 n20
- Leary scoring system, 139 n9
- Lefberg, Irving, 134 n6
- Leites, Nathan, 61, 148 n22
- Lerche, Charles, 47
- Lerner, Michael, 135 n4
- LeVine, Robert A., 137 n19, 138 n33, 148 n21
- Levinson, David, 136 n8, 148 n21
- Liberalism
and policy ambivalence, 47
as predictor, 65
- Life planning, 21, 55
impact on perceptions, 58
and personality traits, 22-23
- Machismo, 60, 61. *See also* Ambition-fear syndrome
- McClelland, David, 136 n8, 149 n2, 151 n1
- McClosky, Herbert, 12-13, 136 n14, 155 n19
- McKinley, William
coding of, 87
as conciliator, 98
and international political system, 95
personality assessment for, 72, 80
policy positions of, 74
- McNamara, Robert, 151 n14
- Maintainers, 95, 97. *See also* Leaders
- Male narcissism syndrome, xv, 53, 60-62
- Marshall, George C.
and international political system, 95
personality assessment for, 72
- Maudsley inventory of intrapsychic conflict, 44
- Maudsley Personality Inventory, 20, 115
- Mazlish, Bruce, 133 n6, 148 n21
- Meadwell, Hudson W., 148 n21
- Media, role of, 107
- Mennis, Bernard, 13, 20, 137 n24, 140 n14
- Mental health
measures of, 19, 44-46
and perception, 56-57
and policy making, 9, 12, 44-46
of sample population, 21
- Methodology. *See also* Instrumentation
of historical study, 70-85
of State Department study, 110-123
- Military capability, desired, 31
and fantasy displacement, 42
and personality traits, 49, 128-129
and self-esteem, 45
- Military officers, 18. *See also* National War College
on American foreign policy, 31
attitudes toward communism, 30
on business, 30
decision making of, 4
emotional engagement of, 42, 43, 46-47
general attitudes of, 35, 38
on internationalism, 27
life planning of, 21
and military policy, 31-32
national security concept of, 51
organizational context for, 15-16
political views of, 34
responses of, 119, 153 n2
role of, 68
and Soviet Union as threat, 24-25

- in State Department study, 18
 on underdeveloped countries policy, 29
 and use of force, 33
 views of future, 26
- Misanthropy, and isolationism, 13
- Modal personality, elite, 47, 50, 57-59, 131
- Models, use of, 117-119
- Motivation
 achievement, 69
 power-activity, 20, 31
- Murstein, Bernard, 151 n1
- Narcissism syndromes, xv, 53, 60-62
- Nationalism, belligerent, 12
- National security, 152 n8
 defined, 50-51
 trends perceived in, 25
- National War College, 15, 18. *See also*
 Military officers
- Neurotic conflict, 12
- Neurotic symptoms
 and advocacy of force, 48, 56-57, 126-127
 impact on perceptions, 58
 measures for, 20, 44
 and other personality traits, 22-23
 and perception of Soviet foreign policy, 64, 130
- Neurotic-symptoms scale, 56-57
- Nixon, Richard M., 18, 69
 ambition-fear syndrome of, 152 n7
 memoirs of, 99
- Nixon administration
 dominance in, 99
 foreign policy of, 27
- Office of Management and Budget (OMB), 15, 18. *See also* Domestic policy specialists
- "Operational code," 8, 66
- Organizational setting
 impact on perception, 57
 and policy making, 46
 as predictor, 65
- Osgood, Charles 139 n11
- Outgroups, hostility against, 17. *See also* Ethnocentrism
- Overconfidence, 103
- $p(F)$, defined, 40
- Paranoia, of male narcissism, 60
- "Path analysis," 149 n28
- Pearson Commission, 27
- Perceptions
 and attitudes, 34-37
 effects of personality on, 16-17
 elite modal personality and, 57-59
 impact of organizational setting on, 57
 and mental health, 56-57
 personality and, 9, 53
- Personality
 and advocacy of force, 46, 48, 126-127
 and decision making, 7
 and desired military capability, 128-129
 effects on perception, 53
 effects on policy, 40
 elite modal, 47, 50, 57-59, 131
 impact of, 57
 impact on perceptions, 58
 and organizational setting, 15-16
 and perception, 16
 and perception of foreign policy, 148 n24
 ratings of, 85
 vs. role, 90
- Personal syndrome, 38
- Policy
 personality and, 9, 41-47
 shaping of, 8
- Policy making, personality in, 94. *See also* Decision making
- Political transcendence, 14
 and advocacy of force, 63, 126-127
 and desired military capability, 128-129
 measures for, 45-46, 141 n22
- Political views, measures of, 34
- Politicians, role of, 68
- Politics
 bureaucratic, 8-9
 power, xv
 sexual dynamics of, 61-62
- Polsby, Nelson, 134 n3
- Power motivation, of American presidents, 69
- Premiers, personalities of, 2
- Presidents, American. *See also specific presidents*

- Presidents, American (continued)
 dominance of, 89
 personalities of, 2, 7
 in study sample, 71
 and war, 69
 Professionalism, personal detachment
 and, 33
Profiles in Courage, 3
 Projective intuition, 53, 55, 59, 101, 103
 Projective test, international politics as,
 101-104
 Pseudorationality, 18, 60, 100, 152 n8
 examples of, xiii, 35
 generation of, 53, 101, 103
 Psychoanalysis, 107
 Psychological transcendence, and ad-
 vocacy of use of force, 47
 Psychotherapy, 107
 Public opinion surveys, 131
 Pye, Lucian, 133 n6, 148 n21

 Questionnaires, 153 n1. *See also* Instru-
 mentation
 clarity of, 114-115
 order effects of, 113-114
 responses to, 155 n16

 R^2 , defined, 40
 Rationality
 collective, 69
 in decision making, 59, 99-100
 Rationalizations, of predispositions, 35
 Research. *See also* Methodology
 on cognitive style, 13
 on interpersonal generalization, 10
 Revisionists, 56, 65
 Rogers, W., memoirs of, 99
 Rogow, Arnold, 133 n6
 Role vs. personality, 90
 Roosevelt, Franklin D.
 coding of, 86
 and international political system, 95
 personality assessment for, 72
 rating of, 81
 as world leader, 96
 Roosevelt, Theodore, 69
 coding of, 86
 dominance score for, 91
 heroic ambition of, 105
 and international political system, 95
 personality assessment for, 72
 policy positions of, 74, 76, 93
 rating of, 81
 as world leader, 96
 Root, Elihu
 as bloc leader, 96
 coding of, 86
 and international political system, 95
 personality assessment for, 72, 94
 policy positions of, 74, 76, 91, 93
 Rosenau, James N., 136 n9, 136 n14
 Rostow, Walt, 141 n14
 Rothberg, David, 147 n20, 148 n20
 Rothstein, R., 152 n5
 Rusk, Dean, 150 n14
 and international political system, 95
 as maintainer, 97
 personality assessment for, 72
 policy positions of, 76, 82-83, 91
 Russell, Elbert W., 148 n21
 Russett, Bruce, 142 n31

 Sample
 for historical study, 72
 for State Department study, 110-113
 Satisfaction, vicarious, 10
 Scales
 and advocacy of force, 116
 dominance-submission, 21
 hostility-affection, 21
 introvert-extravert, 21
 Likert, 117
 neurotic-symptom, 56-57
 strongmindedness, 140 n12
 trust in people, 115
 use of, 115-116
 Schafer, Ray, 149 n24
 Schlenker, Barry, 43, 144 n10
 Schlesinger, Arthur Jr., 2, 133 n1
 Schuetz, Alfred, 151 n3
 Secrecy, 54-55, 152 n8
 Secretaries of state. *See also specific*
 secretaries
 dominance of, 89
 in study sample, 71, 72
 Self-awareness, 107
 Self-deception, psychology of, 59
 Self-esteem, 15
 and advocacy of force, 50, 63, 126-
 127

- and desired military capability, 128-129
- and isolationism, 13
- low, 12, 13
- measures of, 19, 45
- and other personality traits, 22-23
- of sample population, 21
- Self-expression, 108
 - and decision making, 101, 103
 - foreign policy as, 50-52
- Self-idealism, negative effect of, 146 n5
- Self-image, measurement of, 19
- Self-knowledge, 106, 107. *See also* Wisdom
- Self-ratings, 139 n7
- Sexual dynamics, of politics, 61-62
- Sherman, John
 - and international political system, 95
 - personality assessment for, 72
- Singer, J. David, 147 n19
- Slater, Phillip E., 136 n8, 148 n21
- Smith, M. Brewster, 135 n4, 144 n18
- Snider, J., 139 n11
- Sniderman, Paul, 136 n14
- Soviet Union, 54
 - attitudes toward, 7
 - image of, 103
 - perceived foreign policy of, 53-55, 130
 - perceived threat of, 18, 24, 55
- Soviet Union scenario
 - and advocacy of force, 29
 - and interpersonal generalization theory, 41-42
- Spanish-American War, opposition to, 80, 87
- Special Forces, 3, 4
- Stalin, Joseph, personal psychology of, 105
- State Department. *See also* Foreign Service officers
 - ethnocentrism of, 11
 - professional detachment in, 33
- State Department study, 131
 - historical setting for, 113
 - methodology of, 110-123
 - perspective on, 100
- Steinbruner, John D., 135 n3, 147 n19
- Stettinius, Edward R., 98
 - and international political system, 95
 - personality assessment for, 72
- Stevenson, Adlai
 - coding of, 86
 - as conciliator, 98
 - and international political system, 95
 - policy positions of, 76, 78-79, 82-83, 91
 - personality assessment for, 72
- Stimson, Henry L.
 - coding of, 86
 - and international political system, 95
 - personality assessment for, 72
 - policy positions of, 76, 93
- Stress, 66
- Strongmindedness scale, 140 n12
- Sumner, William G., 11
- Superego projection, 148 n24
- Swingle, Paul, 136 n14

- Taft, William Howard
 - and international political system, 95
 - personality assessment of, 72
 - policy positions of, 74, 91
- Tedeschi, James, 43, 144 n10
- Terhune, Kenneth W., 62, 136 n14, 149 n26
- Truman, Harry S.
 - and international political system, 95
 - personality assessment for, 72
 - policy positions of, 91
 - rating of, 81-84
- Trust, 12
 - and advocacy of force, 63
 - measures for, 20-21, 45
 - and other personality traits, 22-23
 - and politics, 14
 - of sample population, 21
- Trustfulness
 - and advocacy of force, 50, 126-127
 - and ambition, 18
 - of American elites, 141 n18
 - and desired military capability, 128-129
 - and other personality traits, 24
- Trust in People Scale, 115
- Tucker, Robert, 134 n6

- Underdeveloped countries, foreign policy objectives in, 27-29
- United Nations, leaders' views of, 98

- Validity
 problem of, 115
 of results, 119-123
- Values
 generalization of, 137 n17
 and policy making, 12
 unrealizable, 8
- Verba, Sidney, 16, 134 n2, 138 n29
- Vietnam
 American intervention in, 8
 attitudes toward use of force in, 32
- Vietnam War, 152 n9
 defeat of, 2
 Special Forces in, 4
 views about, 120, 150 n14
- Violence, governments initiating, 66. *See also* Force
- Visceral logic, 43
- Walther, Regis, 139 n8, 152 n5
- Waltz, Kenneth N., 134 n3
- War
 anthropology of, 131, 148 n21
 as legitimate instrument of national policy, 34
 personal detachment from, 33
 predictions of, 60
 sources of, 104-105
- Warr, Peter B., 151 n1
- Westerfield, H. Bradford, 152 n8
- Wicker, Allen W., 155 n18
- Wilson, Woodrow
 as bloc leader, 96
 heroic ambition of, 105
 and international political system, 95
 personality assessment for, 72
 policies toward Mexico, 5
 policy positions of, 74, 76, 93
- Winter, David G., 69, 81, 84, 104, 136
 n9, 148 n20, 149 n1, 150 n7, 151 n1
- Wisdom, xv, 52. *See also* Flexibility
- Women, 138 n3
- World leaders, examples of, 95, 96
- World view
 balance of power, 98
 of elite, 24-26
- World War II, defeat in, 2
- Wright, Quincy, 134 n1
- Wylie, Ruth C., 140 n12
- Xenophobia, 13. *See also* Ethnocentrism
- Zinnes, Dina, 147 n19