

The Contemporary Presidency

Organizing the Trump Presidency

JAMES P. PFIFFNER

President Trump differed significantly from other recent presidents in his management of the White House staff, domestic cabinet appointments, and relations with his national security team. This article traces the roots of White House dysfunction, particularly the lack of a strong chief of staff, the absence of a regular policy process, and the factions that fought for control of policy. It then examines President Trump's unusual approach of appointing domestic cabinet secretaries hostile to the traditional missions of their departments. Finally, it analyzes the fractious relations between President Trump and his national security cabinet secretaries.

Keywords: presidency, Trump, White House staff, cabinet, political appointees

Trump's White House

After he was elected, Donald Trump's instinct was to continue the approach to management that had been so successful in his real estate empire. Trump had never had to deal with a boss (other than his father) and had not managed a large bureaucracy. Thus his professional experience did not prepare him well for being president, which entails managing a vast number of organizations, delegating authority to subordinates, and coping with a fractured Congress and an often hostile press. Trump's style of management during his career in real estate was personal and informal, he told tech company executives early in his transition, "You can call my people, call me—it makes no difference—we have no formal chain of command around here" (Balakrishnan 2016). He put a high premium on personal loyalty.

His disinclination toward formal organization was reflected in his early White House, in which up to 10 staffers had walk-in privileges to the Oval Office. Experience over the past half century, however, has shown that, although several close advisors must have regular access to the president, someone short of the president must make the trains run on time, guard access to the president, and manage the policy process. That person is the chief of staff to the president (Pfiffner 1993; 2010; Walcott and Hult 2005). Trump wrote in *The Art of the Deal*, "I leave my door open. You can't be imaginative or entrepreneurial if you've got too much structure. I prefer to work each day and just see what

James P. Pfiffner is a professor in the Schur School of Policy and Government at George Mason University. His books on the presidency include *Power Play: The Bush Administration and the Constitution* and *The Character Factor: How We Judge America's Presidents*. **AUTHOR'S NOTE:** I thank George Edwards, Terri Bimes, and Jeremy Mayer for comments on a previous version of this article.

Contemporary Presidency

John W. Sloan



Contemporary Presidency:

The Myth of the Modern Presidency David K. Nichols, 2010-11-01 **Leadership in the Modern Presidency** Fred I. Greenstein, 1988 In presidential election years the leadership qualities of occupants of the Oval Office become yardsticks for aspiring candidates What profile of qualities both positive and negative helps explain the performance of chief executives In this book about the White House nine eminent political scientists and historians present their assessments of the leadership styles and organizational talents of presidents from Franklin D Roosevelt to Ronald Reagan Filled with anecdote and insight this is an unprecedented opportunity to observe how the running of the office of President has been changed subtly and not so subtly by the management and personal styles of the various incumbents within their historical contexts The book vividly depicts each president There is Roosevelt a real artist in government Truman a strong executive who always managed to appear weak Eisenhower who cultivated the image of being above the fray of politics but was actually fully occupied with getting political results Kennedy who successfully projected the symbolic grandeur of his office Johnson a figure from classical tragedy Nixon who preferred a corporate to a political mode of operation Ford who placed healing the nation s wounds from Vietnam and Watergate above his personal political future Carter whose fall was as stunning as his rise was meteoric The chapter on Reagan is an impassioned encomium of the president as a folk philosopher that is bound to be controversial These accounts of leadership by modern presidents are acute studies of how the presidency has become the first among equals in our tripartite system of government This book will be important to political scientists historians and government officials and the liveliness of its presentation and the quotidian impact of the men it describes will make it attractive to everyone interested in how we are governed and who is doing the governing **The Development of the American Presidency** Richard J. Ellis, 2013-06-17 Our understanding of the politics of the presidency is greatly enhanced by viewing it through a developmental lens analyzing how historical turns have shaped the modern institution The Development of the American Presidency pays great attention to that historical weight but is organized topically and conceptually 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 practice quizzes and key terms to help students master the book s lessons **The Strategic Presidency** James P.

Pfiffner,1996 The best book on the importance of presidential transitions to the long term successes of administrations Contemporary scholars and practitioners will be especially interested in Pfiffner s treatment of the problems that surrounded the Clinton administration s troubled start Mark J Rozell author of Executive Privilege **The Architect of the Modern Presidency: Truman's Legacy** Pasquale De Marco,2025-03-22 Harry S Truman the thirty third President of the United States is often remembered as the man who led the nation through the end of World War II and the beginning of the Cold War However Truman s presidency was about much more than just these two major events He also played a key role in shaping the modern presidency expanding its powers and establishing its role as commander in chief In this comprehensive and engaging biography we explore Truman s life and presidency in detail We examine his early life and political career his rise to the presidency and his major accomplishments in office We also discuss Truman s legacy as a president and his impact on the modern presidency Drawing on a variety of sources including archival research interviews and secondary literature this book provides a fresh perspective on Truman s presidency We reveal the complex and often contradictory nature of Truman s character and his presidency We also explore the ways in which Truman s presidency was shaped by the events of his time including the Second World War and the Cold War This book is essential reading for anyone interested in American history the presidency or the life of Harry S Truman It is a comprehensive and well written account of Truman s presidency that will appeal to both scholars and general readers alike In addition to providing a detailed account of Truman s life and presidency this book also offers a number of unique features Original research The author has conducted extensive archival research including interviews with Truman s friends family and colleagues This research has uncovered new information about Truman s presidency that has never been published before Fresh perspective The author takes a fresh look at Truman s presidency challenging traditional interpretations and offering new insights into his character and his accomplishments Engaging narrative The book is written in an engaging and accessible style that will appeal to both scholars and general readers alike This book is the definitive biography of Harry S Truman It is a must read for anyone interested in American history the presidency or the life of this remarkable man If you like this book write a review **Transformational Leadership and the Modern Presidency** Andrzej Demczuk,2023-06-15 This book seeks to analyze the leadership of three presidents Bill Clinton George W Bush and Barack Obama as well as to examine the impact of the presidents leadership had on the leadership of the advisers they worked with during their presidencies Transformational leadership a term first introduced by James MacGregor Burns describes a process in which leaders and followers help each other to advance to a higher level of morale and motivation In order to measure transformational leadership Bernard M Bass s model which includes four elements an idealized influence inspiring motivation intellectual stimulation and individual treatment is applied throughout It is crucial to conduct an analysis of the relationships between the examined three presidents and their advisers in order to demonstrate if the subordinates excelled in leadership because of the presidents leadership skill **The Unitary**

Executive and the Modern Presidency Ryan J. Barilleaux, Christopher S. Kelley, 2010-04-07 During his first term in office Pres George W Bush made reference to the unitary executive ninety five times as part of signing statements proclamations and executive orders Pres Barack Obama s actions continue to make issues of executive power as timely as ever Unitary executive theory stems from interpretation of the constitutional assertion that the president is vested with the executive power of the United States In this groundbreaking collection of studies eleven presidential scholars examine for the first time the origins development use and future of this theory The Unitary Executive and the Modern Presidency examines how the unitary executive theory became a recognized constitutional theory of presidential authority how it has evolved how it has been employed by presidents of both parties and how its use has affected and been affected by U S politics This book also examines the constitutional political and even psychological impact of the last thirty years of turmoil in the executive branch and the ways that controversy has altered both the exercise and the public s view of presidential power **Midterm**

Campaigning and the Modern Presidency Michael A. Julius, 2018-07-11 Providing a unique resource for readers seeking to understand the relationship between presidents parties and Congress this book offers a new explanation of the motivations strategies and impacts of presidential midterm campaigns Congress has been shaped by an unlikely force presidential involvement in midterm campaigning This book argues that midterm campaigning is a presidential Trojan horse and that in undertaking it presidents have brought their parties to heel indebted individual representatives and senators to them and broken the ability of Congress to effectively check the executive office Midterm Campaigning and the Modern Presidency looks at why presidential midterm campaigning emerged during the post war period and why it did not emerge sooner it then describes how presidents have shrewdly coordinated their midterm actions to not only shore up their immediate needs but also to remake in their own image both their party and Congress as a whole Not merely about any particular election or candidate the book shows that presidential midterm campaigning has a lasting impact on the behavior of Congress and on the future course of American political affairs **Triumphs and Tragedies of the Modern Presidency** Maxmillian

Angerholzer III, James Kitfield, Norman Ornstein, Stephen Skowronek, 2016-04-25 Applying the lessons of presidential history this anthology of case studies written by leading political scientists historians and subject matter experts delves into the many facets of the presidency and promotes a greater understanding of the presidency for policymakers academics students and general readers alike Abraham Lincoln once said Fellow citizens we cannot escape history One hundred and fifty years later this statement remains true the lessons of history are increasingly important at a time of political deadlock and growing skepticism of leadership among the American public An established classic in its field Triumphs and Tragedies of the Modern Presidency underscores the importance of looking back to set an intelligent course for the future and promotes a better understanding of the U S presidency This updated and revised second edition offers rare insights on presidential leadership since 2001 and adds considerable new information related to inter term transitions The case studies in this single volume

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Inventing the American Presidency Thomas E. Cronin,1989 In fourteen essays supplemented by relevant sections of and amendments to the Constitution and five Federalist essays by Hamilton provides the reader with the essential historical and political analyses of who and what shaped the presidency

The Modern American Presidency Lewis L. Gould,2009 The Modern American Presidency is a lively interpretive synthesis of 20th century leaders filled with intriguing insights into how the presidency has evolved as America rose to prominence on the world stage Gould traces the decline of the party system and the increasing importance of the media resulting in the rise of the president as celebrity 36 photos

The Breach Alan McPherson,2025-03-04 A president defying Congress Disrespect for the law Attacks on the press Evasion in the courts The privatization of war Quid pro quos with foreign nations The mounting dangers to American democracy have long been with us But all these perils first emerged together during the Iran Contra scandal of the Reagan Bush era This opaque foreign policy mess has receded from history a minor speedbump at the triumphant end of the Cold War With American democracy in increasing jeopardy from the inside however Iran Contra must be reassessed as a major step down that dark path In this gripping blow by blow account of the 1980s efforts to trade arms with Iran illegally fund rebels in Central America despite a congressional prohibition and dodge political and legal consequences once the truth emerged Alan McPherson argues for the salience of six democracy degrading behaviors throughout the fiasco At the time many warned of the broad attack on democratic norms yet no one paid a real price or learned a lesson Those failures left the country more divided than ever before and ill equipped for more severe assaults to come

FDR and Reagan John W. Sloan,2008 A sharp analysis of the similarities differences and impact of the presidencies of Franklin Roosevelt and Ronald Reagan two iconic figures representing polar opposites of twentieth century American politics

Presidential Greatness Marc Karnis Landy,Sidney M. Milkis,2000 Searching for common threads in these five presidencies Landy and Milkis enable us to better understand both the possibilities and the limitations of the office

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Betty Ford John Robert Greene,2004 John Robert Greene traces Betty Ford s problems and triumphs from her childhood through her husband s entire political career including his controversial presidency which thrust her into an unrelenting media spotlight He then tells how she confronted her personal demons and became a symbol of courage for women throughout the nation

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Powers of the Presidency Congressional Quarterly, inc,1997 Powers of the Presidency second edition thoroughly

examines the formal and inherent powers of the nation's foremost elected office. Beginning with a look at the constitutional origins of presidential power, each chapter traces the historical development of presidential authority up to contemporary times. *The Presidential Republic* Gary L. Gregg, 1997. For two centuries American presidents have considered themselves to be representatives of the American people. In this detailed study of presidential representation, Gary Gregg explores the theory, history, and consequences of presidents acting as representatives in the American political system. Gregg explores questions such as what it means to be a representative, how the Founding Fathers understood the place of the presidency in the Republic established by the Constitution, and the effects a representational presidency has on deliberative democracy. This important examination of the presidency's place in our political system is essential reading for those interested in American political theory, constitutional studies, and American history.

Character Deborah L. Rhode, 2019. As Deborah L. Rhode explains in this wide-ranging work, the American public has long insisted on the central importance of character but has failed to adequately nurture and sustain it in families, schools, law, and politics. All too often our understandings of character are out of step with psychological research and fundamental values.

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.

Presidential Travel Richard J. Ellis, 2008. The first full-length examination of presidential travel and its role in transforming the image and identity of the presidency from first citizen to political celebrity. Colorful anecdotes and acute analysis combine to provide a fresh look at the importance of travel in shaping the imperial presidency.

Whispering the Strategies of Language: An Mental Quest through **Contemporary Presidency**

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