

Contents

<i>List of Tables and Figures</i>	ix
<i>Acknowledgements</i>	x
<i>List of Abbreviations</i>	xi

Part I Introduction

1 Studying Executive Leadership	3
Classifications of Modern Executives	8
Levels of Executive Activity	11
The Choice of Countries	15
Main Currents of Executive Leadership Research	16
Key Questions and Plan of the Book	22

Part II Patterns of Core Executive Leadership

2 The United States: Variations of Presidential Predominance	27
The Political Profiles of American Post-war Presidents	27
Staffing the Cabinet and the White House Office	30
Styles of Presidential Core Executive Decision-making	36
Conclusion	55
3 Britain: Prime Ministers, Cabinets and the Struggle for Supremacy	58
The Political Profiles of British Post-war Prime Ministers	58
Staffing the Cabinet and the Administrative Core Executive	61
Core Executive Leadership in Britain	70
Conclusion	87
4 Germany: Chancellor Dominance and Coalition Rule	90
The Political Profile of German Post-war Chancellors	90
Staffing the Cabinet and the Chancellery	95
Core Executive Leadership in Germany	103
Conclusion	120

Part III Executive Leadership in the Wider Political Process

5 The United States: Providing Leadership in an 'Anti-Leadership Environment'	127
Presidential Leadership in the Congressional Arena	127
Presidential Leadership and the Influence of other Political Players in the American System	144
The Public Presidency	149
Conclusion	157
6 Britain: Executive Leadership from the Top	161
Executive Leadership in the Parliamentary Arena	161
The Scarcity of Institutional Barriers against Majority Rule	175
British Governments, the Public and the Media	180
Conclusion	187
7 Germany: Governing a 'Semi-sovereign State'	191
Executive Leadership in the Parliamentary Arena	191
Executive Leadership in a 'Semi-sovereign State'	205
German Governments, the Public and the Media	214
Conclusion	220

Part IV Conclusion

8 Making Sense of Complexity: Comparative Perspectives and Conclusions	225
Executive Leadership within the Core Executive	226
Executive Leadership in the Wider Political Process	241
Manifestations of 'Presidentialism' in Britain and Germany	252
Concluding Remarks	259
<i>Notes</i>	262
<i>References</i>	283
<i>Index</i>	307