The Prince Revisited:
Machiavelli's Insights on Pragmatic Leadership

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Abstract

Machiavelli is an important name in the theories of governance and leadership. After Plato, Machiavelli presented his political concepts relying on practical matters and ground realities instead of imaginary and theoretical matters regarding government and leadership concepts. The guidelines that Machiavelli introduced for the ruler in The Prince also accused Machiavelli of deviating from well-known and authentic moral values. But if Machiavelli's ideas are seen in the context of the political conditions of his time and the experiences through which he passed, we can understand the true meaning of his ideas. Machiavelli makes it imperative for the ruler that an ideal ruler can provide security to the people to keep the state stable. He should establish such a system of government through which the state is protected from threats and the people enjoy their rights and remain loyal to the ruler and the state. Here, Machiavelli differentiates between the morality of the common man and the morality of the ruler and gives the ruler some special permission to take unjust and immoral actions for the betterment of the people and the stability of the state. If the state remains stable due to these measures and the people remain attached to the state and the ruler based on fear or loyalty, then those measures are justified. While introducing an ideal system, Machiavelli emphasized the concepts of loyalty of the people to the ruler, charismatic aspects of the ruler's personality, empowerment of the people through the distribution of powers and ensuring the stability of the state and the protection of the people.
Keywords: approach to governance, pragmatic, political power, political theory, politics and leadership, virtue, power management, source of power

Niccolo Machiavelli (1469-1527) was an Italian philosopher, historian, and political theorist who is widely regarded as one of the most important and controversial figures of the Renaissance period. He is best known for his book *The Prince*, which is considered one of the most influential works on political theory ever written. Machiavelli was born in Florence, Italy, and worked as a diplomat and official in

the Florentine Republic. He served in the government from 1498 to 1512, when the Medici family regained control of the city and he was imprisoned and tortured for his republican sympathies. Following his release, he retired from public life and turned to writing, producing two famous books *The Prince*, and *The Discourse on Livy*. These writings highlight history, politics, and philosophy

The Prince was written during his exile and first published in 1532, five years after his death. It is a treatise on political power that outlines Machiavelli's ideas on the nature of leadership, the use of force, and the relationship between the ruler and the ruled. Machiavelli's ideas on politics and power have been both celebrated and criticized over the centuries. Some have seen him as a champion of republican ideals and a defender of liberty, while others have condemned him as a cynic and a proponent of ruthless tyranny. Regardless of one's opinion of his ideas, Machiavelli remains a vital writer in the history of political thought and his works continue to be studied and debated today.

The Prince is a political treatise written by an Italian diplomat in the early 16th century. It is widely considered as a seminal work on politics and leadership, offering a pragmatic and sometimes controversial approach to governing. (Machiavelli, 2023: 7)

Machiavelli expressed his views on politics and leadership, which were shaped by his experiences and the turbulent times in which he lived. Machiavelli wrote *The Prince* during a time of great political upheaval in Italy, and he hoped to gain the favour of Lorenzo de Medici, a powerful ruler in Florence at the time. Machiavelli dedicated the book to Lorenzo as a means of seeking his patronage and support for his political ideas. Machiavelli saw the Medici as strong and capable rulers who could bring stability and unity to Italy, which was deeply divided at the time. Machiavelli continued to express his admiration for the Medici in his writings, including *The Prince*.

Historical Sources of Power

To understand Machiavelli's perspective, it can be helpful to consider the historical context in which he lived and wrote. Machiavelli was a product of the Italian Renaissance, a time of political upheaval and instability. He witnessed first-hand the corruption and violence that plagued Italian city-states, as well as the foreign invasion and domination of Italy by other European powers. In this context understanding of Machiavelli's ideas can better be appreciated and his contribution to political philosophy and his enduring legacy. (Machiavelli, 2023: 56)

Machiavelli's method in *The Prince* involves utilizing the knowledge of past and consequential philosophy to provide moral directions for princes seeking to avoid the to lead without regard for the law. In the dedicatory letter of the book, Machiavelli indicates that his understanding of politics was informed by his extensive study of ancient history. In the book's dedication, Machiavelli explains that he acquired his insight through the "excessive study of history". (Machiavelli, 2023: 27)

Machiavelli recommends that a prince engages in mental exercise by reading histories, specifically to learn from the actions of exceptional individuals. The leader should study how they conducted wars, and the reasons behind their successes and failures, to avoid setbacks and achieve conquests. Machiavelli recommends the study of history for leaders in the context of military preparation to know the reasons of victory and defeat. (Gisela Bock, et. al., 1990: 46) Machiavelli is fully aware about his pragmatic approach and claims he distinguish himself from Plato. He said that he wants to write something which is applicable instead of speculations and imagination of ideal republic that never exist. (Benner, 2009: 42) Machiavelli was able to offer consequentialist political ethics due to his access to numerous historical studies (in the year 1513) and editions of great thinkers' writings, such as Livy, Plutarch, Thucydides, Cicero, Plato, and Aristotle.

Reference to Moses, Cyrus, Theseus, and Savonarola in Machiavelli's *The Prince* is particularly significant. Among them, Savonarola led the rebellion that ousted the Medici family, but success was not lasting. Machiavelli desires a leadership which can eradicate the oppression of the Italians in his last chapter. Moses did for Hebrew, Cyrus for Persians and Theseus did for Athenians. The removal of foreign army is necessary for this aim.

The other source of power for Machiavelli is the good will of people toward their leader which can be established with time. Otherwise, the prince is being overthrown in conspiracy. Machiavelli offers a way to calculate or assess the various factors that may influence whether a conspiracy succeeds or fails. (Machiavelli, 1988 : 78) Machiavelli asserts that a prince can build a strong foundation of power by demonstrating virtues such as courage, optimism, spiritedness, and competence, which can earn him the goodwill of the people. Through studying past consequences of decisions, Machiavelli was able to develop new virtues of political leadership which could

rule successfully. His understanding of history reveals in his axioms stated below. (Mansfield, 1998 : 123)

Machiavelli Views on Leadership

The extensive research on Machiavelli's leadership reveals three major themes.

1. The first is to gain political power and more emphasis on maintaining political power. For this Prince must utilize force when needed and hide his motive from the public. (Strauss, 1978 :248) Machiavelli realizes that the preservation of the leader lies in the practice of what is done over what ought to be done. The focus on the latter only will lead to the downfall of the power. The art of war is important to gain and maintain a state.

Religion is vital to the armed enterprise because men are more expected to risk their lives if they believe they will be rewarded forever for service to their state. Whereas if they deceive the nation they will be sentenced to hell for infinity. A real friend asks you to join him with weapons. Predict danger in the time of peace. (Steven, et al., 2020 : 115)

Love and fear are two principals of a relationship, and they hardly exist together choose fear for the safer side. Never do a small injury and inflict injury at once because minor damage would give them revenge. (Patapan, 2006: 145) The main duty of the political leader is to learn how to get the power and more importantly how to maintain the power and for this, he must know not to be good when it necessarily requires. It is a Man who honors titles. For Machiavelli, women are the most benevolent and troublesome beings, like bees and honey always found together. (Haivry, 2017 : 292)

Machiavelli relates fortune to women. And women only like impulsive men instead of the men who proceed her coldly. Fortune is available for young men who are less thoughtful, aggressive, and bold. Machiavelli said immense success is achieved in the presence of danger and when there is no option left than brutality, it changes its meaning to holy. Similar to Plato's emphasis on the philosophy of education and training, Machiavelli claims that few men are naturally brave, but training makes many brave people. (Machiavelli, 2020 : 49)

2. The second theme is fate, chance, and change. The political leader must be ready about the matter which is not under control. (Machiavelli, 2023: 33) He must be vigilant and know how to control things over fate. Like Heraclitus Machiavelli believes in the philosophy of change that continuous success demand constant change in conduct. For him repenting is better than the regret of not doing

anything. Ability and opportunity go side by side. If one lacks the other is futile. For a leader, wisdom is knowing the nature of the trouble and choosing the lesser evil. (Machiavelli, 2023: 49)

3. The third and last idea is deception. (Machiavelli, 2023: 66) Machiavelli holds that the opinion of the masses is important and lying is necessary to control public opinion. The leadership philosophy of Machiavelli gives a deep insight into human psychology. He said that people's immediate needs are so dominant that they can be deceitful easily anytime. For the leader of Machiavelli, appearance is more important than reality. Deceiving the deceiver gives double pleasure. Keep your friends close and foes closer, choose deception then force. The intelligence of the ruler can be checked by the people who are around him. The ruler must have two qualities, the lion and the fox because the lion cannot protect himself from the trap and the fox cannot defend himself from the wolves. The ruler must guard himself against flattery people and ensure that truth will not offend him. And finally, For the Prince, it is not necessary to keep the promise for the state's benefit.

Power Management in Politics

Machiavelli's perspective on the art of power management is grounded in a political realism that emphasizes the need for effective leadership to maintain stability and security. In the *Discourses*, Machiavelli argues that republics can be a good form of government if they are well structured and operate according to sound principles. Machiavelli's personal experience with torture made him aware of human psychology which he incorporated into his ethical framework. He believed that the use of arms and goodwill of the people was necessary political stability. (Griffin, 1991 : 115)

1. Machiavelli suggest that leader should give some power to his people and of all the recommendations he makes in *The Prince*, this one carries the most consequence. Arming citizens promotes loyalty and unity among them towards higher goals. (Clarke, 2018 : 24)

2. Machiavelli argues that disarming the subjects can lead to offense as it displays a lack of trust in them, which can be seen as a sign of weakness, cowardice, or excessive suspicion on the part of the prince. Second, if the prince is disarming the people because they are afraid of a rebellion, then this can be seen as a sign of weakness and cowardice, which can ultimately weaken the prince's power and stability. (Donnelly, 2000 : 173)

3. Machiavelli argues that in the discussion of arms, history has shown that the most effective approach is to have a state's own army composed of citizen soldiers who is willing to fight for their country, rather than relying on mercenaries, allied troops. And outlines the failures of other Italian leaders in battle due to the use of mercenaries and attributes this to basic economic principles. Machiavelli argues that mercenaries lack any emotional attachment or loyalty to their employers, and therefore not be motivated to fight for anything other than the low wages they are offered. This makes them unreliable and less effective in battle, as they lack the passion and commitment that comes with a sense of duty or loyalty.

4. Machiavelli highlights the importance of a prince developing a relationship with the people during times of peace to get them to fight for him in times of war. This involves empowering citizens by arming them and ensuring their loyalty and unity for power stability.

5. Machiavelli argues that the establishment of stable institutions with elements of principality, aristocracy, and democracy would create a system of checks and balances where each institution would serve as a counterweight to the others, preventing any one group from gaining too much power and becoming corrupt. This interplay would, in turn, drive social progress because each institution would be incentivized to work toward the greater good of the state to maintain its power and influence. By preventing the concentration of power in any one group, Machiavelli believed that such a system could avoid the corruption and degeneration that often befell singular forms of government. (Holman, 2018: 175)

6. A leader may need to do things that are "not good" and may appear to reject traditional ethical principles. However, this view is rooted in his attempt to expand ethical thought to address the complex realities of political power in a world where corruption and civic cooperation coexist. Machiavelli believed that traditional ethical codes were inadequate to guide political action, as they did not take into account the harsh realities of politics and the need to maintain power and stability. He believed that leaders must sometimes make difficult choices that may be morally questionable to achieve larger goals and ensure the survival of the state. (Ponce, 2024: 78)

Machiavelli's approach to balancing power is exemplified by his advocacy for arming citizens and the rejection of a standing army. This approach is grounded in the belief that balancing power can help prevent corruption, as he explains in his longer work, *Discourses on Livy*. In this work, Machiavelli identifies principality, aristocracy, and democracy as the three fundamental good forms of government.

Nonetheless, Machiavelli believed that all three forms of government were "so easily corruptible". (Machiavelli, 2008: 175)

Machiavelli's perspective on managing power in leading the state is complex and nuanced, reflecting his deep engagement with both historical precedent and contemporary political realities. While his views have been controversial and divisive, his ideas continue to be studied and debated by scholars and practitioners of politics today.

Machiavelli's Concpet of Virtue

Machiavelli's views on ethics and leadership are complex, and his writings have been subject to interpretation and debate. On one hand, he argues that a leader must do whatever is necessary to maintain power and protect the state, even if it means using violence or deception. This has led some to view him as an advocate for unethical behavior. Nonetheless, Machiavelli also emphasizes the importance of good leadership, particularly the need to win the affection and loyalty of the people of the state. He argues that a prince must be virtuous and just, but that he must also be willing to act decisively and without hesitation when the situation demands it. (Mansfield, 1998: 179)

Machiavelli's notion that leaders are sometimes compelled to engage in unethical behavior to maintain power has made him notorious, and his arguments in this regard demand examination to grasp his ethical framework. A framework involves making concessions. The limitations of the tangible world are largely responsible for why a ruler may find himself or herself committing actions that violate their moral principles. An example that epitomizes the violence in Italy during Machiavelli's time is the Pazzi conspiracy. during a church service of Easter celebration, Lorenzo the Magnificent, the head of the de Medici family and leader of Italy along with his brother were attacked and the brother was killed. Machiavelli cautions any prospective ruler in such situations, advising them that since all actions carry some degree of risk, it is crucial to evaluate the drawbacks of each option and select the one that is the least harmful as the correct course of action. (Robbins, 2013 : 101)

According to Machiavelli, a bad action can only be justified if it is determined, through a thorough evaluation, to be the least harmful course of action in terms of overall consequences. Machiavelli believes that both being loved and being feared are desirable qualities in a leader, but if a leader must choose between the two, feared is safer. This is because, in Machiavelli's view, people are inherently selfish and will turn on their leader if they perceive that the leader is weak or unable to protect them. Fear, on the other hand, can help a leader

maintain control over their subjects and prevent them from rebelling or causing chaos. However, Machiavelli also cautions that a leader must be careful not to be too cruel or unjust, as this can lead to resentment and ultimately, their downfall. Machiavelli replaces the word "better" with "safer" in his discussion of whether it is preferable to be loved or feared, which suggests that the preference for fear over love is not based on moral grounds, but rather on the practical consideration of protecting oneself against deceitful individuals who inclined to damage the leader. Machiavelli does acknowledge the importance of people's love towards the prince as seen in the example of the assassination of Annibale Bentivoglio, but where violent attacks can occur even during festivals fear is necessary for a leader's survival. (Boucheron, 2020: 75)

As stated by Machiavelli, "It is better to be feared than to be loved if one cannot be both". Machiavelli argues that the use of cruelty may be justifiable in certain historical circumstances, despite it being considered ethically repugnant today. This is because Machiavelli acknowledges the social realities of 16th-century Italy, where maintaining authority often required the use of harsh tactics. To support his claim, Machiavelli cites examples such as Hannibal and Cesare Borgia and their cruelty, highlighting how he was able to establish and maintain his power in Romagna using extreme measures. (Boucheron, 2020: 79)

To create a peace and order in Romagna, Borgia selected a man named Remiro d'Orco as a minister who used brutal methods to restore order with ill power and control, which eventually caused resentment and hatred toward the government. Concerned about the growing anger, Borgia decided to make a public example of d'Orco and had him executed publicly. This act of cruelty, according to Machiavelli, was necessary for Borgia to maintain his power and authority over the people of Romagna.

Machiavelli argues that using harsh methods to maintain the order of society is merciful than the polite behavior of a leader which results in chaos when reflecting on Borgia in *The Prince*. In *The Prince*, Machiavelli argues that in certain circumstances, a leader may need to engage in actions that are portrayed as unethical or immoral to maintain public order and ensure the survival of the state. These actions may include cruelty or deceit. Machiavelli suggests that such actions may be necessary when the existence of the state itself is uncertain and there is a threat to public order. This argument focuses on the internal stability and survival of the state. Machiavelli's ideas about ethics and leadership suggest that there may be situations where a leader must make difficult and even morally ambiguous decisions to serve the greater good of the state and its citizens. However, this

does not mean that all actions are permissible, and Machiavelli recognizes the importance of virtuous behavior and the need for leaders to be accountable to their people. Therefore, his focus on power and the use of force in politics should be understood as an attempt to develop a new kind of ethics that is capable of dealing with the challenges of political life. (Whelan, 2004: 360)

The ethical scheme of *The Prince* has been a topic of much debate among scholars. Some argue that Machiavelli's work is amoral or even immoral, while others contend that it is a work of practical ethics that promotes virtuous conduct in the context of political power. One interpretation of Machiavelli's ethical scheme is that it is centred on the concept of the "good of the state" or the "public good." Machiavelli believed that a ruler should prioritize the interests of the state over his interests or morals. In other words, the end justifies the means. For example, he argues that a ruler should be feared than loved, as fear is a more reliable means of maintaining power. However, Machiavelli also acknowledges that a ruler should strive to be virtuous and maintain a reputation for virtue. He argues that a ruler should avoid vices such as greed, cruelty, and dishonesty, as these can ultimately harm the state. In this sense, Machiavelli's ethical scheme could be seen as a form of consequentialism, where the morality of an action is determined by its outcomes.(Whelan, 2004: 378)

Machiavelli emphasizes the importance of a prince is to give respect to his citizen's women and property as it provides them their own life beyond the political realm. This was a significant ethical stance at the time, as it was common for princes to use women and seize lands. Machiavelli rule against actions that would cause people to hate the prince establishes where to limit the authoritative power, based on his emotional consequentialism. Additionally, Machiavelli emphasized the importance of using religion to control the masses. He believed that religion could be used to manipulate people and keep them in line, as it could be used to justify a ruler's actions and control the moral compass of the people. (Steven et al., 2020: 156)

The ethical scheme of *The Prince* is complex and multifaceted, and different scholars have interpreted it in various ways. However, Machiavelli's work is concerned with the practical realities of political power and the need for a ruler to navigate these realities while still striving to maintain some degree of virtuous conduct.

Justice and Order in the State

Machiavelli believed that law, justice and order as necessary for the survival of the state and establish and maintaining social order. He believed

that without social order, the state would be vulnerable to chaos and ultimately collapse. Machiavelli suggests that there are limitations to the actions a prince can take as a leader because the goal of any action is to establish and maintain social order. Therefore, he advises against inflicting harm on anyone that could result in them developing hatred towards the prince and seeking revenge.

Machiavelli argues that there is a principled limit to a prince's behavior that separates him; being feared from becoming hated, based on the emotional responses of citizens. This limit prevents a prince from becoming an arbitrary tyrant, and it arises from human emotional understanding. While cruel punishments for proven crimes can deter others from committing them, arbitrary executions without a clear rationale can create resentment among loved ones and the community. As it is stated "It is perfectly possible to be feared without incurring hatred. And this can always be achieved if he refrains from laying hands on the property of his citizens and subjects, and on their womenfolk. If it is necessary to execute anyone, this should be done only if there is a proper justification and obvious reason".

Machiavelli emphasizes the importance of creating a social order where people comply with laws in *The Prince*, and even argues that "good laws" are among the essential foundations of any state (1532/1988: 42). Kant, on the other hand, sought to explain the foundation of ethical thought more broadly by examining the concept of "law". His initial formulation of the categorical imperative, which provides the structure for ethical thinking, characterizes ethical demands. "Act only according to that maxim by which you can at the same time will that it can become a universal law." (Brown, 1984 : 176)

Machiavelli addresses the practical problem of identifying appropriate actions for a prince to take when the people of his society do not act lawfully, and once he establishes the rule of law, determining which actions will maintain lawful behavior. The leader's responsibility is to ensure that his people follow the laws. "Law" is the key responsibility of a leader according to Machiavelli. The leader must establish a social order in which people follow the laws and take actions that maintain lawful behavior once the rule of law has been established. The goal is to create a stable and secure society in which people can thrive. In *The Discourses on Livy*, Machiavelli argues that when societies first sought leaders, they elected men who were "stronger and braver," and from such leadership gained a "knowledge of justice" (cognizione della giustizia). Machiavelli's account of how societies gained knowledge of justice through the leadership of stronger and braver men aligns with his broader perspective of establishing social ethics based on emotional and behavioral consequences.

At the outset of human existence, when the population was limited, individuals lived in a dispersed manner similar to wild animals. As subsequent generations increased, they congregated and started to assess, in a deliberate manner, who among them possessed greater physical prowess and courage. The chosen individual was appointed as their leader to provide enhanced protection, and they submitted to his authority, thus, the notion of Machiavelli's 'Prince' According to Machiavelli's account in the *Discourses*, as societies evolved and people began to gather in larger groups for self-defense, they recognized the need for a leader who was stronger and braver. Hence, the leader is elected and obeyed by the people. From this arrangement, knowledge of honorable and good behavior emerged, along with an understanding of the pernicious and evil. As people noticed that harming one's benefactor aroused hatred and compassion, they condemned the ungrateful and honored those who showed gratitude. Recognizing that they could also be subject to similar harm, they established laws to prevent such actions and instituted punishments for violators. This process ultimately led to the emergence of knowledge of justice. Upon acquiring knowledge of justice, the people transformed and began to vote for leaders based on prudence and justice rather than strength. As Machiavelli explains, they no longer supported the strongest (Gagliardo), but instead chose the most prudent (prudente) and just (giusto) person to be their prince. (Machiavelli, 2008: 155)

According to the notion of Machiavelli, a competent leader, particularly during the initial stages when a society is experiencing chaos, guides the citizens to recognize and strive toward justice. *The Prince* provides a guide for princes on the basic methods to lead a group of individuals from lawlessness to ethical behavior. In some ways, it is similar to the approach taken by Kant in his concise work Grundlegung. In contrast to his extensive *Discourses* and Florentine Histories, Machiavelli's *The Prince* presents a concise treatise similar to Kant's Grundlegung. While Kant's Grundlegung uses reason to derive the essential metaphysical preconditions for ethical behavior among rational beings, Machiavelli's Prince distills from the lessons of human history the crucial interpersonal prerequisites for establishing and sustaining ethical civility in a world governed by states, which is a morally complex universe.

Leadership Theories and Machiavelli

Machiavelli's theories on leadership, as presented in *The Prince*, have had a lasting impact on modern leadership practices. While his ideas are often associated with ruthless and immoral behavior, several key principles can be applied to contemporary leadership.

i.   Adaptability

One of Machiavelli's most notable contributions is his emphasis on the importance of adaptability. He stresses the need for leaders to be flexible and adjust their strategies based on changing circumstances. This is particularly relevant in today's rapidly changing business landscape, where leaders must constantly navigate shifting markets, technologies, and consumer preferences. Machiavelli believed that a wise prince must consider the entire environment before deciding to choose the leadership tactic. This surges the chances of success. This leadership style one of the defining characteristics of Machiavelli's philosophy and it is still relevant today. Machiavelli did not advocate for leaders to be tyrannical or oppressive.

Instead, he argued that effective leadership is based on wisdom to analyses the everchanging situations. It has been argued that many potential leaders fail their position due to their rigid behavior in new situations and unable to connect with others. This is according to scholars such as Goldsmith (2007) and van Velson & Leslie (1995), who emphasize the importance of adaptability and interpersonal skills in effective leadership.

ii.   Loyalty of Followers

Another important aspect of Machiavelli's theories is his focus on maintaining the loyalty of followers. He suggests that leaders should prioritize building strong relationships with those around them, using a combination of rewards and punishments to incentivize good behavior. This is still considered a fundamental aspect of effective leadership today, with many modern leaders placing a strong emphasis on building and maintaining strong relationships with their employees and stakeholders. At the same time, Machiavelli's theories have also been criticized for promoting ruthless and unethical behavior. While there is certainly value in Machiavelli's emphasis on adaptability and loyalty, modern leaders need to remember that these principles must be balanced with a commitment to ethical behavior and social responsibility.

iii. Leadership: Transformational and Charismatic

Machiavelli's ideas in Renaissance thought laid the foundation for several important leadership theories and behaviors that have emerged, including transformational leadership and charismatic leadership. Both theories emphasize the significance of inspiring and motivating followers, as well as exhibiting bravery in challenging situations. These concepts are founded on the idea of acquiring power through earning the admiration and favor of the people.

iv.   Empowering People

Equipping subjects with arms not only grants them direct empowerment but also bring them into the system, as their role used to establish and maintain it. This is analogous to contemporary leadership and management approaches that emphasize the importance of empowering employees, by providing those with the necessary resources to carry out their

duties and helping them understand how their contributions fit into the larger picture. Machiavelli believes that arming the people of a principality is an effective way to distribute power and create a system of mutual trust and support between the ruler and the people. By giving the people arms and involving them in the maintenance of the principality, the ruler makes them feel like they are important parts of the political system, and they are more likely to support and defend it. This idea can be seen as similar to modern leadership and management approaches that emphasize the importance of empowering employees. When leaders give employees, the resources they need to do their jobs and involve them in the larger picture, employees feel more invested and committed to the organization. This creates a sense of mutual trust and support between the leader and the employees, which can lead to greater success and effectiveness in achieving organizational goals.

v.   Distribution of the Power

By giving the people arms, the prince not only empowers them but also distributes power more evenly among the prince and the people. This is similar to how democracies distribute power among the citizens through the right to vote and other means of civic engagement. However, it's important to note that Machiavelli is not advocating for a full-fledged democracy, but rather a system in which the prince still maintains ultimate authority and control. Machiavelli notes that the military plays a logical and significant role in *The Prince* and explains its importance.

vi.   Path-Goal Theory of Leadership

Arming the citizens promotes loyalty and unity among them towards a well-ordered society. This approach can be seen in the style of path-goal leadership. This theory entails that leader motivates their people by solving their problems and increase the awards for attaining the goals. By giving citizens rewards or removing obstacles and the power to defend themselves and their city, Machiavelli removes the obstacle of vulnerability to external threats and increases the reward of a secure and prosperous city. This creates a shared sense of purpose among citizens and a stronger sense of loyalty to the prince and the state in *The Prince*. (Machiavelli, et al., 2023 : 430)

vii.   Contingency Leadership

Keeping a balance between being loved by the people and instilling a certain level of fear is a delicate task. Snook advocates for leaders to "read the signals and adapt their styles accordingly" and Machiavelli's approach is consistent with this notion. In This case, the indicators suggest choosing a leadership style that prioritizes self-protection and effectively reacts to the threats existing at the time. Machiavelli's approach of selecting a leadership style that suits the requirement of situation aligns with the idea of contingency leadership. Machiavelli's work can be seen as an early precursor to this theory.

viii.   Paradoxical Leadership

Finally Machiavelli's perspective highlights the importance of understanding the political dynamics and challenges, a leader may encounter. He proposes a leadership approach that reconciles opposing needs, such as the need to inspire fear and love among followers while avoiding actions that could lead to being despised by them. This is consistent with recent research that advocates for paradoxical leadership behaviors, where leaders balance seemingly competing yet interconnected behaviors.

Influence of Machiavelli on Wolrd Politics

Despite half a millennium has passed this short book *The Prince*, several ideas about leadership continue to hold relevance in modern times. When interpreting Machiavelli's writings for contemporary theories of leadership, Machiavelli emphasis on the importance of being feared specifically in the relevance of governmental leader. In 16th-century Italy, a state leader had to inspire fear in the people to enforce the supremacy of law.

Ardrito contends that James Madison, known as the "father of the Constitution" for his prominent role in drafting the US Constitution, shared Machiavelli's ideas on leadership. In his book that examines the relevance of Machiavelli's ideas to modern politics he interpret that Madison's thinking and approach to governance bear some resemblance to that of Machiavelli in both *The Prince* and the *Discourses*. Upon analysis, it is revealed that James Madison, who was one of the leading lawyers present at the Constitutional Convention and earned the title of "father of the Constitution," shared many ideas about government, power, and the State with Machiavelli's writings as argued by Ardrito.

Furthermore, Danoff argues that Abraham Lincoln's actions during the greatest political crisis of the American Republic exhibit a Machiavellian approach. Machiavelli's ideas on power dynamics based on humility and information sharing also have relevance to modern leadership theories. Humility has been a subject of great interest in management studies and is a key component of various leadership models such as Level five leadership; spiritual leadership, servant leadership, and mindfulness among leaders. These approaches stress the importance of reducing self-interest and promoting leadership that prioritizes a broader range of stakeholders and higher purposes beyond mere profit-seeking. Machiavelli anticipates such ideas when he highlights the significance of a prince earning the support of people establishing the rule of law, enabling his citizens to live justly, and personally leading them in battle.

Conclusion

The comprehension of modern leadership theories and information sharing makes Machiavelli more comprehensive to enhance political insight. Effective communication is a crucial skill for leadership, which helps in building influence and differentiates the

most competent leaders from others. During crises, leaders must communicate regularly and openly, sharing what they know and do not know to minimize ambiguity and reduce fear of the unknown. In *The Prince*, Machiavelli also establishes the foundation for this way of thinking by stating that a prince must personally lead his citizens and have advisers who can be candid and truthful with him. Even though Machiavelli discusses bad fortune as a source of evil for a person, he suggests that one can lessen its impact by managing it as effectively as possible. (Von 2007: 197)

Machiavelli's examination of power and politics in *The Prince* is also highly relevant to contemporary conversations surrounding power dynamics in organizational settings. Specifically, Machiavelli's analysis provides valuable insight into political skill, which refers to the ability to comprehend and effectively influence others in the workplace to achieve personal or organizational objectives.

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