

## From Machiavelli's *The Prince*

(Eugen Weber, ed.)

OF THE QUALITIES FOR WHICH MEN, AND MOST OF ALL PRINCES, ARE PRAISED OR BLAMED

It now remains for us to consider what ought to be the conduct and bearing of a Prince in relation to his subjects and friends. And since I know that many have written on this subject, I fear it may be thought presumptuous in me to write of it also; the more so, because in my treatment of it, I depart widely from the views that others have taken.

But since it is my object to write what shall be useful to whosoever understands it, it seems to me better to follow the real truth of things than an imaginary view of them. For many Republics and Principalities have been imagined that were never seen or known to really exist. And the way in which we live, and that in which we ought to live, are things so wide apart, that he who leaves the one for the other is more likely to destroy than to save himself; since any one who would act up to a perfect standard of goodness in everything, must be ruined among so many who are not good. It is essential, therefore, for a Prince who would maintain his position, to have learned how to be other than good, and to use or not to use his goodness as necessity requires.

Laying aside, therefore, all fanciful notions concerning a Prince, and considering those only that are true, I say that all men when they are spoken of, and Princes more than others from their being set so high, are noted for certain of those qualities which attach either praise or blame. Thus one is accounted liberal, another miserly; one is generous, another greedy; one cruel, another tenderhearted; one is faithless, another true to his word; one effeminate and cowardly, another high-spirited and courageous; one is courteous, another haughty; one lewd, another chaste; one upright, another crafty; one firm, another facile; one grave, another frivolous; one devout, another unbelieving; and the like. Everyone, I know, will admit that it would be praiseworthy for a Prince to be endowed with all of the above qualities that are reckoned good; but since it is impossible for him to possess or constantly practise them all, the conditions of human nature not allowing it, he must be discreet enough to know how to avoid the reproach of those vices that would deprive him of his government, and, if possible, be on his guard also against those which might not deprive him of it. Though if he cannot wholly restrain himself, he may with less scruple indulge in the latter. But he need never hesitate to incur the reproach of those vices without which his authority can hardly be preserved; for if he well considers the whole matter, he will find that there may be a line of conduct that looks

like virtue, but which would ruin him; and that there may be another course that looks like vice on which his safety and wellbeing may depend.

OF LIBERALITY AND MISERLINESS<sup>1</sup>

Beginning, then, with the first of the qualities above noticed, I say that it may be well to be reputed liberal<sup>1</sup> but that liberality without a reputation for it is bad; since, though it be worthily and rightly used, still if it be not known, you escape not the reproach of its opposite vice. Thus, to have credit for liberality with the world at large, you must neglect no circumstance of sumptuous display; the result being that a Prince who would be thought liberal will consume his whole substance in things of this sort and after all be obliged, if he would maintain his reputation for liberality, to burden his subjects with extraordinary taxes and resort to confiscations and all the other shifts whereby money is raised. But in this way he becomes hateful to his subjects, and growing impoverished is held in little esteem by any. So that in the end, having by his liberality offended many and obliged few, he is no better off than when he began, and exposed to all his original dangers. Recognizing this, and trying to retrace his steps, he at once incurs the reproach of miserliness.

A Prince, therefore, since he cannot without injury to himself practise this virtue of liberality so that it may be known, will not, if he is wise, greatly concern himself though he be called miserly. Because in time he will come to be regarded as more and more liberal, when it is seen that through his parsimony his revenues are sufficient; that he is able to defend himself against any who make war on him; that he can engage in enterprises against others without burdening his subjects; and thus exercise liberality towards all from whom he does not take, whose number is infinite, while he is miserly in respect of those only to whom he does not give, whose number is small

In our own days we have seen no Princes accomplish great results save those who have been accounted miserly. All others have been ruined. Pope Julius II, after using his reputation for liberality to arrive at the Papacy, made no effort to preserve that reputation when making war on the King of France but carried on all his many campaigns without levying from his subjects a single extraordinary tax, providing for the increased expenditure out of his long-continued savings. Had the present King of Spain been accounted liberal, he never could have engaged or succeeded in so many enterprises.

A Prince, therefore, if he is enabled thereby to avoid plundering his subjects, to defend himself, to escape poverty and contempt and the necessity of becoming rapacious, ought to care little about the reproach of miserliness, for this is one of those vices which enable him to reign.

And should any object that Caesar by his liberality rose to power and that many others have been advanced to the highest dignities from their having been liberal and so reputed, I reply, Either you are already a Prince or you seek to become one; in the former case liberality is hurtful, in the latter it is very necessary that you be thought liberal; Caesar was one of those who sought the sovereignty of Rome; but if after obtaining it he had lived on without

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<sup>1</sup>Meaning generous. In this sense, liberality is generosity.

retrenching his expenditure, he must have ruined the Empire. And if it be further urged that many Princes reputed to have been most liberal have achieved great things with their armies, I answer that a Prince spends either what belongs to himself and his subjects, or what belongs to others; and that in the former case he ought to be sparing but in the latter ought not to refrain from any kind of liberality. Because for a Prince who leads his armies in person and maintains them by plunder, pillage, and forced contributions, dealing as he does with the property of others, this liberality is necessary, since otherwise he would not be followed by his soldiers. Of what does not belong to you or to your subjects you may, therefore, be a lavish giver, as were Cyrus, Caesar, and Alexander, for to be liberal with the property of others does not take from your reputation, but adds to it. What injures you is to give away what is your own. And there is no quality so self-destructive as liberality; for while you practise it you lose the means whereby it can be practised, and become poor and despised, or else, to avoid poverty, you become rapacious and hated. For liberality leads to one or other of these two results, against which, beyond all others, a Prince should guard.

And hence it is wiser to put up with the name of being miserly, which breeds ignominy, but without hate, than be obliged, from the desire to be reckoned liberal, to incur the reproach of rapacity, which breeds both hate and ignominy.

OF CRUELTY AND CLEMENCY, AND WHETHER IT IS BETTER TO BE LOVED OR FEARED

Passing to the other qualities above mentioned, I say that every Prince should desire to be accounted merciful and not cruel. Nevertheless, he should be careful not to abuse this quality of mercy. Cesare Borgia was reputed cruel, yet his cruelty restored Romagna, united it, and brought it to order and obedience; so that if we look at things in their true light, it will be seen that he was in reality far more merciful than the people of Florence, who, to avoid the imputation of cruelty, suffered Pistoia to be destroyed by factions.

A Prince should therefore disregard the reproach of cruelty where it enables him to keep his subjects united and faithful. For he who puts down disorder by a minimum of striking examples, will in the end be more merciful than he who from excessive leniency suffers things to take their course and so result in rapine and bloodshed; for these hurt the entire State, whereas the severities of the Prince injure individuals only.

And for a new Prince, above all others, it is impossible to escape a name for cruelty, since new States are full of dangers.

Nevertheless, the new Prince should not be too ready of belief, nor too easily influenced. Nor should he himself be the first to raise alarms; but should so temper prudence with kindness that too great confidence in others shall not throw him off his guard, nor groundless distrust render him insupportable.

This brings up the question whether it is better to be loved rather than feared, or feared rather than loved. It might be answered that we should wish to be both; but since love and fear can hardly exist together, if we must choose between them, it is far safer to be feared than loved. For of men it may generally be said that they are thankless, fickle, false, eager to avoid danger, greedy of gain, devoted to you while you confer benefits upon them, and ready, as I said before, while the need is remote, to shed their blood and sacrifice their property, their lives, and their children for you; but when it comes near they turn against you. The Prince,

therefore, who without otherwise securing himself builds wholly on what men say or promise is undone. For the friendships we buy with a price and not gain by greatness and nobility of character, though fairly earned, are not made good but fail us when we need them most.

Moreover, men are less careful how they offend him who makes himself loved than him who makes himself feared. For love is held by the tie of obligation, which, because men are a poor lot, is broken on every prompting of self-interest; but fear is bound by the apprehension of punishment which never loosens its grasp.

Nevertheless a Prince should inspire fear so that if he do not win love he may escape hate. For a man may very well be feared and yet not hated, as will always be the case so long as he does not intermeddle with the property or with the women of his citizens and subjects. And if forced to put any one to death, he should do so only when there is manifest cause or reasonable justification. But, above all, he must keep his hands off the property of others. For men will sooner forget the death of their father than the loss of their patrimony. Moreover, excuses for confiscation are never hard to find, and he who has once started to live by rapine always finds reasons for taking what is not his; whereas reasons for shedding blood are fewer and sooner exhausted.

But when a Prince is with his army, and has many soldiers under his command, he must wholly disregard the reproach of cruelty, for without such a reputation in its Captain, you cannot hold an army together, ready for every emergency. Among other things remarkable in Hannibal this has been noted, that having a very great army, made up of men of many different nations and brought to serve in a foreign country, no dissension ever arose among the soldiers themselves, nor any mutiny against their leader, either in his good or in his evil fortunes. This we can only ascribe to the tremendous cruelty, which, joined with numberless great qualities, rendered him at once wonderful and terrible in the eyes of his soldiers; for without this reputation for cruelty his other virtues would not have had the results they did.

Unreflecting writers, indeed, while praising his achievements, have condemned the chief cause of them; but that his other merits would not by themselves have been so useful we may see from the case of Scipio, one of the greatest Captains of all times, whose armies rose against him in Spain from no other cause than his excessive leniency in allowing them freedoms inconsistent with military discipline. With which weakness Fabius Maximus taxed him in the Senate House, calling him the corrupter of the Roman soldiery. Again, when the Locrians were shamefully outraged by one of his lieutenants, he neither avenged them nor punished the insolence of his officer; and this because he was so easy-going. So that it was said in the Senate by one who tried to excuse him, that there were many who knew better how to refrain from doing wrong themselves than how to correct the wrong-doing of others. This temper, however, would in time have spoiled the name and fame even of Scipio, if he had continued in it, and retained his command. But living as he did under the control of the Senate, this hurtful quality was not merely veiled but came to be regarded as a glory.

Returning to the question of being loved or feared, I sum up by saying, that since his being loved depends upon his subjects, while his being feared depends upon himself, a wise Prince should build on what is his own and not on what rests with others. Only, as I have said, he must do his best to escape hatred.

## HOW PRINCES SHOULD KEEP FAITH

Every one recognises how praiseworthy it is in a Prince to keep faith, and to act uprightly and not craftily. Nevertheless, we see from what has happened in our own days that Princes who have set little store by their word but have known how to overreach others by their cunning, have accomplished great things and in the end had the better of those who trusted to honest dealing.

It should be known, then, that there are two ways of acting, one in accordance with the laws, the other by force; the first of which is proper to men, the second to beasts. But since the first method is often ineffectual, it becomes necessary to resort to the second. A Prince should, therefore, understand how to use well both the man and the beast. And this lesson has been discreetly taught by the ancient writers, who relate how Achilles and many others of these old Princes were given over to be brought up and trained by Chiron the Centaur; since the only meaning of their having for teacher one who was half man and half beast is, that it is necessary for a Prince to know how to use both natures and that the one without the other has no stability.

But since a Prince should know how to use the beast's nature wisely, he ought of beasts to choose both the lion and the fox; for the lion cannot guard himself from traps, nor the fox from wolves. He must therefore be a fox to discern traps, and a lion to drive off wolves.

To rely wholly on the lion is unwise; and for this reason a prudent Prince neither can nor ought to keep his word, when to keep it is hurtful to him and the causes which led him to give it are removed. If all men were good, this would not be good advice, but since they are dishonest and do not keep faith with you, you in return need not keep faith with them; and no Prince was ever at a loss for plausible reasons to cover a breach of faith. Of this infiniteness recent instances could be given, and it might be shown how many solemn treaties and engagements have been made empty and idle through want of faith in Princes and that he who has best known to play the fox has had the best success.

It is necessary, indeed, to put a good colour on this nature, and to be skillful in feigning and dissembling. But men are so simple and governed so absolutely by their present needs, that he who wishes to deceive will never fail in finding willing dupes. One recent example I will not omit. Pope Alexander VI had no care or thought but how to deceive, and always found material to work on. No man ever had a more effective manner of affirming things, or made promises with more solemn protestations, or observed them less. And yet, because he understood this side of human nature, his frauds always succeeded.

It is not essential, then, that a Prince should have all the good qualities I have enumerated above, but it is most essential that he should seem to have them. As a matter of fact I will venture to affirm that if he has and invariably practises them all, they are hurtful, whereas the appearance of having them is useful. Thus, it is well to seem merciful, faithful, humane, religious, and upright, and also to be so; but the mind should remain so balanced that were it needful not to be so, you should be able and know how to change to the contrary.

And you are to understand that a Prince, and most of all a new Prince, cannot observe all those rules of conduct in respect of which men are considered good; since he is often forced to act in opposition to good faith, charity, humanity, and religion in order to preserve his

Princedom, he must therefore keep his mind ready to shift as the winds and tides of Fortune turn, and, as I have already said, ought not to leave good courses if he can help it but should know how to follow evil if he must.

A Prince should therefore be very careful that nothing ever escapes his lips which is not full of the five qualities above named, so that to see and hear him, one would think him the embodiment of mercy, good faith, integrity, kindliness, and religion. And there is no virtue which it is more necessary for him to seem to possess than this last; because men in general judge rather by the eye than by the hand, for all can see but few can touch. Every one sees what you seem, but few know what you are, and these few dare not oppose themselves to the opinion of the many who have the majesty of the State to back them up.

Moreover, in the actions of all men, and most of all of Princes, where there is no tribunal to which we can appeal, we look to results. Wherefore if a Prince succeeds in establishing and maintaining his authority, the means will always be judged honourable and be approved by every one. For the vulgar are always taken by appearances and by results, and the world is made up of the vulgar, the few only finding room when the many have no longer ground to stand on.

A certain Prince of our own days, whom it is as well not to name<sup>2</sup>, is always preaching peace and good faith, although he is the mortal enemy of both; and both, had he practised as he preaches, would, oftener than once, have lost him his kingdom and authority.

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<sup>2</sup>Ferdinand of Aragon