

# The Art of the Compromise

RETURNING AMERICAN DEMOCRACY TO  
BETTER DAYS



David L. Page, Ph.D.

**Audiobook Supplemental**

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## Audiobook Supplemental

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# Supplemental Figures

**T**HE FOLLOWING PAGES CONTAIN figures and diagrams as they appear in the hardback printed version of this audiobook. The narrator of the audiobook refers to these figures, and the visuals may improve understanding of the concepts under discussion.

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- Chapter 3. Of Two Minds
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- Chapter 4. With Compromise
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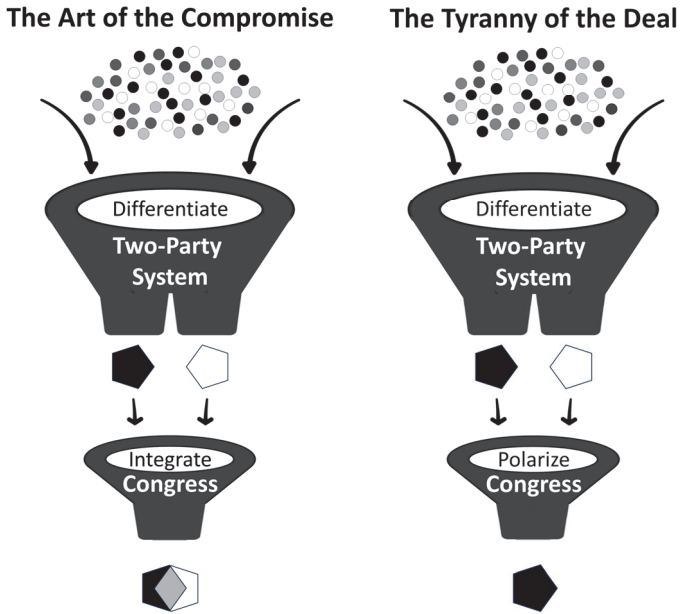


Figure 1. Simple illustrations for optimal functioning of the American political system on the left, with the Art of the Compromise, and for suboptimal on the right, with the Tyranny of the Deal.

## The Art of the Compromise

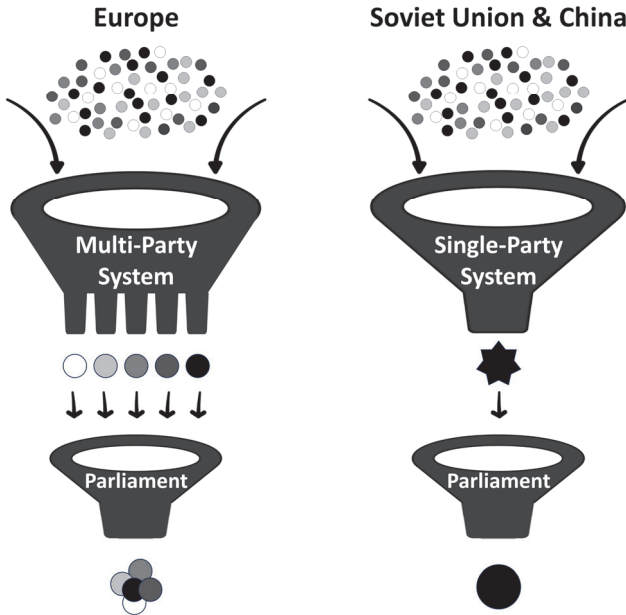


Figure 2. Simple illustrations of the European multi-party political system, with good differentiation but limited integration, and the single-party system of the former Soviet Union and current China, with limited differentiation but good integration.

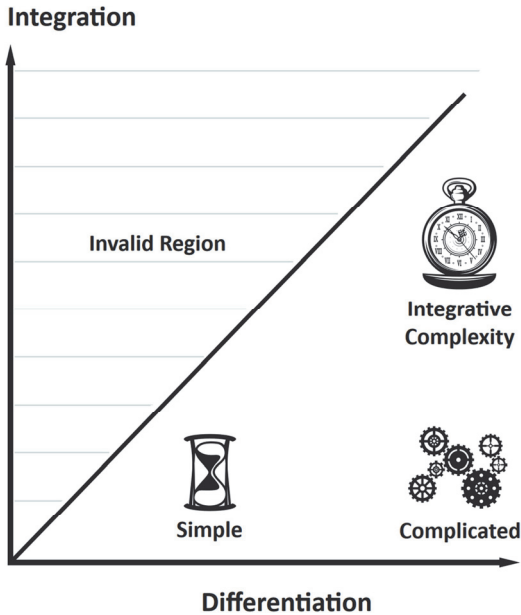


Figure 3. Visualization of integration (vertical axis) and differentiation (horizontal axis) for a timekeeping example. Limited differentiation and low integration lead to simple solutions like an hourglass in the lower left. Good differentiation with limited integration leads to complicated solutions, such as the jumble of timepiece gears in the lower right. Finally, a well-differentiated and integrative solution leads to an integratively complex solution, such as a watch in the upper right.

## The Art of the Compromise

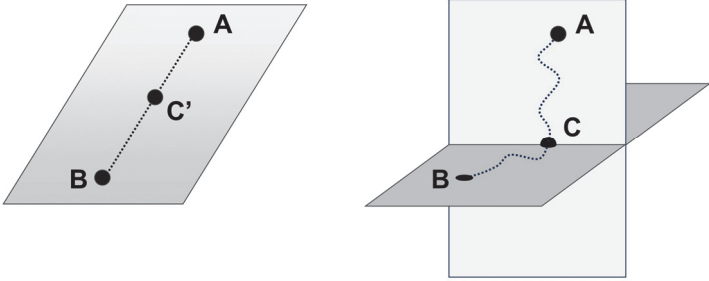


Figure 4. Illustration of two different compromise solutions between viewpoints **A** and **B**. The left **C'** represents a meet-in-the-middle compromise with little differentiation or integration. The right **C** shows a bisociated compromise with differentiation along the planes and integration paths.





# Further Reading

**W**HILE MANY BOOKS HAVE inspired the thoughts and ideas in this book, I would recommend the following list of books for further reading to move beyond the Tyranny of the Deal and to restore the Art of the Compromise in our political discourse. The books appear in the Work Cited section, and I have repeated them here for emphasis.

## **Bisociated Compromise**

James Baker, former Chief of Staff and Secretary of the Treasury under President Ronald Reagan, understands the Art of the Compromise. He is a talented political negotiator and a compromise archetype. One should read these two books—the first a biography on Baker and the second on the tax reform effort he helped pass under Reagan—with an eye toward bisociated compromise to see how Baker preferred practical progress over dogmatic idealism.

Baker, P., & Glasser, S. (2021). *The Man Who Ran Washington: The Life and Times of James A. Baker III*. Anchor.

Murray, A. S., & Birnbaum, J. H. (1988). *Showdown at Gucci Gulch*. Vintage.

## **Decriminalize Politics**

Many may not like Donald Trump, but the criminalization of his Presidency has escalated to dangerous levels. These two books capture the essence of this trend and the unfortunate—and unforeseen—consequences that come when we move our politics into the jury box and away from the ballot box.

Dershowitz, A. M. (2017). *Trumped Up: How Criminalization of Political Differences Endangers Democracy*. Bombardier Books.

Morgan, P. W., & Reynolds, G. H. (1997). *The Appearance of Impropriety: How the Ethics Wars Have Undermined American Government, Business, and Society*. The Free Press.

## **Revitalize Congress**

The authors, Mann and Ornstein, provide a comprehensive analysis of Congress' institutional challenges. Their thoughtful and thought-provoking insights provide a potential roadmap to reestablishing the Art of the Compromise in the Legislative Branch of our government.

Mann, T. E., & Ornstein, N. J. (2006). *The Broken Branch: How Congress is failing America and how to get it back on track*. Oxford University Press.

Mason, L. (2018). *Uncivil agreement: How politics became our identity*. University of Chicago Press.

## **Human Reason**

We think of ourselves as infallible in terms of our mental capacity to reason and reach logical conclusions, particularly in

political decisions. Unfortunately, the operations of the human mind are rarely logical. We are not designed, nor have we evolved, to make rational judgments. These two books give insights to help us understand our errors in judgment, helping us question our own political beliefs before we begin to question the beliefs of others—a pivotal step to compromise.

Mercier, H., & Sperber, D. (2017). *The Enigma of Reason*. Harvard University Press.

Heinrichs, J. (2017). *Thank you for arguing: What Aristotle, Lincoln, and Homer Simpson can teach us about the art of persuasion*. Crown.

## **Community Engagement**

Political wonks point to Alexis de Tocqueville and his 18th-century analysis of American life and community engagement as a unique trait that helped cultivate, nurture, and stabilize democracy in the US. Putnam's "Bowling Alone" is a modern commentary on the erosion of the Tocqueville elements in America today. This book diagnoses the problem of a hyper-connected world that is losing the humanness of community.

Putnam, R. D. (2000). *Bowling Alone: The Collapse and Revival of American Community*. Simon and Schuster.

## **Electoral College**

The value of the Electoral College is misunderstood. The move to a popular vote mechanism and away from the Electoral College system is destructive to our two-party system and multi-state republic. These books do an excellent job of

laying out the arguments and supporting evidence for why the Electoral College is critical to our nation.

Alexander, R. M. (2019). *Representation and the Electoral College*. Oxford University Press.

Ross, T. (2019). *Why We Need the Electoral College*. Gateway Editions.

## **China Challenge**

China is no longer a rising superpower—it is a superpower second only to the US. Its current leader, Xi Jinping, has bold plans that are sometimes in line with American interests and, at other times, in direct conflict—in some cases, dire and catastrophic. We must learn and understand Xi and the modern Chinese system of one-party government. The Chinese communists have studied the Soviet collapse and plan not to repeat those mistakes. Congress must make tough decisions on our military spending, education funding, and technology investments through the Art of the Compromise to keep China in check and peaceful.

Mahbubani, K. (2020). *Has China Won? The Chinese Challenge to American Primacy*. Hachette UK.

Wong, C. H. (2023). *Party of One: The Rise of Xi Jinping and China's Superpower Future*. Simon and Schuster.

## **Founding Fathers**

Finally, I would suggest a few books on our Founding Fathers and their approach to two-sided political debates and the Art of the Compromise. The first would be the “frienemy”—a

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portmanteau of “friend” and “enemy”—relationship between John Adams and Thomas Jefferson by renowned history Gordon Wood. Next, I highly recommend Ketcham’s biography of James Madison, who reflects the Fitzgeraldian concept of “two opposed minds.” The third book is a work from Thomas Ricks that offers his deep dive into the first principles of our nation’s Founders. Trump’s election and Ricks’s internal conflict about that election have led to his writing this book.

Wood, G. S. (2017). *Friends Divided: John Adams and Thomas Jefferson*. Penguin.

Ketcham, R. L. (1990). *James Madison: A Biography*. University of Virginia Press.

Ricks, T. E. (2020). *First Principles: What America’s Founders Learned from the Greeks and Romans and How That Shaped Our Country*. Harper Perennial.



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