

## HANS J. MORGENTHAU

**The Balance of Power<sup>1</sup>**

The aspiration for power on the part of several nations, each trying either to maintain or overthrow the status quo, leads of necessity to a configuration that is called the balance of power and to policies that aim at preserving it. We say "of necessity" advisedly. For here again we are confronted with the basic misconception that has impeded the understanding of international politics and has made us the prey of illusions. This misconception asserts that men have a choice between power politics and its necessary outgrowth, the balance of power, on the other hand, and a different, better kind of international relations on the other. It insists that a foreign policy based on the balance of power is one among several possible foreign policies and that only stupid and evil men will choose the former and reject the latter.

It will be shown \* \* \* that the international balance of power is only a particular manifestation of a general social principle to which all societies composed of a number of autonomous units owe the autonomy of their component parts; that the balance of power and policies aiming at its preservation are not only inevitable but are an essential stabilizing factor in a society of sovereign nations; and that the instability of the international balance of power is due not to the faultiness of the principle but to the particular conditions under which the principle must operate in a society of sovereign nations.

<sup>1</sup>From Hans J. Morgenthau, *Politics among Nations: The Struggle for Power and Peace*, 4th ed. (New York: Knopf, 1967), Chaps. 11, 12, 14. Some of the author's notes have been omitted.

**Social Equilibrium****Balance of Power as Universal Concept**

The concept of "equilibrium" as a synonym for "balance" is commonly employed in many sciences—physics, biology, economics, sociology, and political science. It signifies stability within a system composed of a number of autonomous forces. Whenever the equilibrium is disturbed either by an outside force or by a change in one or the other elements composing the system, the system shows a tendency to re-establish either the original or a new equilibrium. Thus equilibrium exists in the human body. While the human body changes in the process of growth, the equilibrium persists as long as the changes occurring in the different organs of the body do not disturb the body's stability. This is especially so if the quantitative and qualitative changes in the different organs are proportionate to each other. When, however, the body suffers a wound or loss of one of its organs through outside interference, or experiences a malignant growth or a pathological transformation of one of its organs, the equilibrium is disturbed, and the body tries to overcome the disturbance by reestablishing the equilibrium either on the same or a different level from the one that obtained before the disturbance occurred.<sup>2</sup>

The same concept of equilibrium is used in a social science, such as economics, with reference to the relations between the different elements of the economic system, e.g., between savings and investments, exports and imports, supply and demand, costs and prices. Contem-

porary capitalism itself has been described as a system of "countervailing power."<sup>3</sup> It also applies to society as a whole. Thus we search for a proper balance between different geographical regions, such as the East and the West, the North and the South; between different kinds of activities, such as agriculture and industry, heavy and light industries, big and small businesses, producers and consumers, management and labor, between different functional groups, such as city and country, the old, the middle-aged, and the young, the economic and the political sphere, the middle classes and the upper and lower classes.

Two assumptions are at the foundation of all such equilibriums: first, that the elements to be balanced are necessary for society or are entitled to exist and, second, that without a state of equilibrium among them one element will gain ascendancy over the others, encroach upon their

interests and rights, and may ultimately destroy them. Consequently, it is the purpose of all such equilibriums to maintain the stability of the system without destroying the multiplicity of the elements composing it. If the goal were stability alone, it could be achieved by allowing one element to destroy or overwhelm the others and take their place. Since the goal is stability plus the preservation of all the elements of the system, the equilibrium must aim at preventing any element from gaining ascendancy over the others. The means employed to maintain the equilibrium consist in allowing the different elements to pursue their opposing tendencies up to the point where the tendency of one is not so strong as to overcome the tendency of the others, but strong enough to prevent the others from overcoming its own. \* \* \*

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## Different Methods of the Balance of Power

The balancing process can be carried on either by diminishing the weight of the heavier scale or by increasing the weight of the lighter one.

### Divide and Rule

The former method has found its classic manifestation, aside from the imposition of onerous conditions in peace treaties and the incitement to treason and revolution, in the maxim "divide and rule." It has been resorted to by nations who tried to make or keep their competitors weak by dividing them or keeping them divided. The most consistent and important policies of this kind in modern times are the policy of France with respect to Germany and the policy of the Soviet Union with respect to the rest of Europe. From

the seventeenth century to the end of the Second World War, it has been an unvarying principle of French foreign policy either to favor the division of the German Empire into a number of small independent states or to prevent the coalescence of such states into one unified nation. \* \* \* Similarly, the Soviet Union from the twenties to the present has consistently opposed all plans for the unification of Europe, on the assumption that the pooling of the divided strength of the European nations into a "Western bloc" would give the enemies of the Soviet Union such power as to threaten the latter's security.

The other method of balancing the power of several nations consists in adding to the strength of the weaker nation. This method can be carried out by two different means: Either B can increase its power sufficiently to offset, if not surpass, the power of A, and vice versa; or B can pool its power

with the power of all the other nations that pursue identical policies with regard to A, in which case A will pool its power with all the nations pursuing identical policies with respect to B. The former alternative is exemplified by the policy of compensations and the armament race as well as by disarmament; the latter, by the policy of alliances.

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### Compensations

Compensations of a territorial nature were a common device in the eighteenth and nineteenth centuries for maintaining a balance of power which had been, or was to be, disturbed by the territorial acquisitions of one nation. The Treaty of Utrecht of 1713, which terminated the War of the Spanish Succession, recognized for the first time expressly the principle of the balance of power by way of territorial compensations. It provided for the division of most of the Spanish possessions, European and colonial, between the Hapsburgs and the Bourbons "*ad conservandum in Europa equilibrium*," as the treaty put it.

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In the latter part of the nineteenth and the beginning of the twentieth century, the principle of compensations was again deliberately applied to the distribution of colonial territories and the delimitation of colonial or semicolonial spheres of influence. Africa, in particular, was during that period the object of numerous treaties delimiting spheres of influence for the major colonial powers. Thus the competition between France, Great Britain, and Italy for the domination of Ethiopia was provisionally resolved \* \* \* by the treaty of 1906, which divided the country into three spheres of influence for the purpose of establishing in that region a balance of power among the nations concerned. \* \* \*

Even where the principle of compensations is not deliberately applied, however, \* \* \* it is nowhere absent from political arrangements, ter-

ritorial or other, made within a balance-of-power system. For, given such a system, no nation will agree to concede political advantages to another nation without the expectation, which may or may not be well founded, of receiving proportionate advantages in return. The bargaining of diplomatic negotiations, issuing in political compromise, is but the principle of compensations in its most general form, and as such it is organically connected with the balance of power.

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### Armaments

The principal means, however, by which a nation endeavors with the power at its disposal to maintain or re-establish the balance of power are armaments. The armaments race in which Nation A tries to keep up with, and then to outdo, the armaments of Nation B, and vice versa, is the typical instrumentality of an unstable, dynamic balance of power. The necessary corollary of the armaments race is a constantly increasing burden of military preparations devouring an ever greater portion of the national budget and making for ever deepening fears, suspicions, and insecurity. The situation preceding the First World War, with the naval competition between Germany and Great Britain and the rivalry of the French and German armies, illustrates this point.

It is in recognition of situations such as these that, since the end of the Napoleonic Wars, repeated attempts have been made to create a stable balance of power, if not to establish permanent peace, by means of the proportionate disarmament of competing nations. The technique of stabilizing the balance of power by means of a proportionate reduction of armaments is somewhat similar to the technique of territorial compensations. For both techniques require a quantitative evaluation of the influence that the arrangement is likely to exert on the respective power of the individual nations. The difficulties in making such a quantitative evaluation—in correlating, for instance, the military strength of the

French army of 1932 with the military power represented by the industrial potential of Germany—have greatly contributed to the failure of most attempts at creating a stable balance of power by means of disarmament. The only outstanding success of this kind was the Washington Naval Treaty of 1922, in which Great Britain, the United States, Japan, France, and Italy agreed to a proportionate reduction and limitation of naval armaments. Yet it must be noted that this treaty was part of an over-all political and territorial settlement in the Pacific which sought to stabilize the power relations in that region on the foundation of Anglo-American predominance.

### Alliances

The historically most important manifestation of the balance of power, however, is to be found not in the equilibrium of two isolated nations but in the relations between one nation or alliance of nations and another alliance.

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Alliances are a necessary function of the balance of power operating within a multiple-state system. Nations A and B, competing with each other, have three choices in order to maintain and improve their relative power positions. They can increase their own power, they can add to their own power the power of other nations, or they can withhold the power of other nations from the adversary. When they make the first choice, they embark upon an armaments race. When they choose the second and third alternatives, they pursue a policy of alliances.

Whether or not a nation shall pursue a policy of alliances is, then, a matter not of principle but of expediency. A nation will shun alliances if it believes that it is strong enough to hold its own unaided or that the burden of the commitments resulting from the alliance is likely to outweigh the advantages to be expected. It is for one or the

other or both of these reasons that, throughout the better part of their history, Great Britain and the United States have refrained from entering into peacetime alliances with other nations.

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### The "Holder" of the Balance

Whenever the balance of power is to be realized by means of an alliance—and this has been generally so throughout the history of the Western world—two possible variations of this pattern have to be distinguished. To use the metaphor of the balance, the system may consist of two scales, in each of which are to be found the nation or nations identified with the same policy of the status quo or of imperialism. The continental nations of Europe have generally operated the balance of power in this way.

The system may, however, consist of two scales plus a third element, the "holder" of the balance or the "balancer." The balancer is not permanently identified with the policies of either nation or group of nations. Its only objective within the system is the maintenance of the balance, regardless of the concrete policies the balance will serve. In consequence, the holder of the balance will throw its weight at one time in this scale, at another time in the other scale, guided only by one consideration—the relative position of the scales. Thus it will put its weight always in the scale that seems to be higher than the other because it is lighter. The balancer may become in a relatively short span of history consecutively the friend and foe of all major powers, provided they all consecutively threaten the balance by approaching predominance over the others and are in turn threatened by others about to gain such predominance. To paraphrase a statement of Palmerston: while the holder of the balance has no permanent friends, it has no permanent enemies either; it has only the permanent interest of maintaining the balance of power itself.

The balancer is in a position of "splendid isolation." It is isolated by its own choice; for, while the two scales of the balance must vie with each other to add its weight to theirs in order to gain the overweight necessary for success, it must refuse to enter into permanent ties with either side. The holder of the balance waits in the middle in watchful detachment to see which scale is likely to sink. Its isolation is "splendid"; for, since its support or lack of support is the decisive factor in the struggle for power, its foreign policy, if cleverly managed, is able to extract the highest price from those whom it supports. But since this support, regardless of the price paid for it, is always uncertain and shifts from one side to the other in accordance with the movements of the balance, its policies are resented and subject to condemnation on moral grounds. Thus it has been said of the outstanding balancer in modern times, Great Britain, that it lets others fight its wars, that it keeps Europe divided in order to dominate the continent, and that the fickleness of its policies is such as to make alliances with Great Britain impossible. "Perfidious Albion" has become a byword in the mouths of those who either were unable to gain Great Britain's support, however

hard they tried, or else lost it after they had paid what seemed to them too high a price.

The holder of the balance occupies the key position in the balance-of-power system, since its position determines the outcome of the struggle for power. It has, therefore, been called the "arbiter" of the system, deciding who will win and who will lose. By making it impossible for any nation or combination of nations to gain predominance over the others, it preserves its own independence as well as the independence of all the other nations, and is thus a most powerful factor in international politics.

The holder of the balance can use this power in three different ways. It can make its joining one or the other nation or alliance dependent upon certain conditions favorable to the maintenance or restoration of the balance. It can make its support of the peace settlement dependent upon similar conditions. It can, finally, in either situation see to it that the objectives of its own national policy, apart from the maintenance of the balance of power, are realized in the process of balancing the power of others.

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## Evaluation of the Balance of Power

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### The Unreality of the Balance of Power

[The] uncertainty of all power calculations not only makes the balance of power incapable of practical application but leads also to its very negation in practice. Since no nation can be sure

that its calculation of the distribution of power at any particular moment in history is correct, it must at least make sure that, whatever errors it may commit, they will not put the nation at a disadvantage in the contest for power. In other words, the nation must try to have at least a margin of safety which will allow it to make erroneous calculations and still maintain the balance of power. To that effect, all nations actively engaged in the struggle for power must actually aim not at a balance—that is, equality—of power, but at superiority of power in their own behalf. And

since no nation can foresee how large its miscalculations will turn out to be, all nations must ultimately seek the maximum of power obtainable under the circumstances. Only thus can they hope to attain the maximum margin of safety commensurate with the maximum of errors they might commit. The limitless aspiration for power, potentially always present \* \* \* in the power drives of nations, finds in the balance of power a mighty incentive to transform itself into an actuality.

Since the desire to attain a maximum of power is universal, all nations must always be afraid that their own miscalculations and the power increases of other nations might add up to an inferiority for themselves which they must at all costs try to avoid. Hence all nations who have gained an apparent edge over their competitors tend to consolidate that advantage and use it for changing the distribution of power permanently in their favor. This can be done through diplomatic pressure by bringing the full weight of that advantage to bear upon the other nations, compelling them to make the concessions that will consolidate the temporary advantage into a permanent superiority. It can also be done by war. Since in a balance-of-power system all nations live in constant fear lest their rivals deprive them, at the first opportune moment, of their power position, all nations have a vital interest in anticipating such a development and doing unto the others what they do not want the others to do unto them. \* \* \*

#### NOTES

1. The term "balance of power" is used in the text with four different meanings: (1) as a policy aimed at a certain state of affairs, (2) as an actual state of affairs, (3) as an approximately equal distribution of power, (4) as any distribution of power. Whenever the term is used without qualification, it refers to an actual state of affairs in which power is distributed among several nations with approximate equality. \* \* \*
2. Cf., for instance, the impressive analogy between the equilibrium in the human body and in society in Walter B. Cannon, *The Wisdom of the Body* (New York: W. W. Norton and Company, 1932), pp. 293, 294: "At the outset it is noteworthy that the body politic itself exhibits some indications of crude automatic stabilizing processes. In the previous chapter I expressed the postulate that a certain degree of constancy in a complex system is itself evidence that agencies are acting or are ready to act to maintain that constancy. And moreover, that when a system remains steady it does so because any tendency towards change is met by increased effectiveness of the factor or factors which resist the change. Many familiar facts prove that these statements are to some degree true for society even in its present unstabilized condition. A display of conservatism excites a radical revolt and that in turn is followed by a return to conservatism. Loose government and its consequences bring the reformers into power, but their tight reins soon provoke restiveness and the desire for release. The noble enthusiasms and sacrifices of war are succeeded by moral apathy and orgies of self-indulgence. Hardly any strong tendency in a nation continues to the stage of disaster; before that extreme is reached corrective forces arise which check the tendency and they commonly prevail to such an excessive degree as themselves to cause a reaction. A study of the nature of these social swings and their reversal might lead to valuable understanding and possibly to means of more narrowly limiting the disturbances. At this point, however, we merely note that the disturbances are roughly limited, and that this limitation suggests, perhaps, the early stages of social homeostasis." (Reprinted by permission of the publisher. Copyright 1932, 1939, by Walter B. Cannon.)
3. John K. Galbraith, *American Capitalism, the Concept of Countervailing Power* (Boston: Houghton Mifflin, 1952).