

9 George F. Kennan, "The Sources of Soviet Conduct," 1947

George Frost Kennan was a career foreign service officer in the U.S. Department of State and a highly regarded student of Russian and Soviet affairs. Early in 1946, while serving at the American embassy in Moscow, he sent a lengthy message to Washington providing his own expert analysis of Soviet behavior. Placing Soviet expansionism squarely within the context of traditional Russian suspicion and insecurity, he argued that the USSR could not be fully trusted or reasoned with by the West, and must instead be treated with firm resistance and strength. This "Long Telegram" made a deep impression on Kennan's superiors and helped to shape their thinking about U.S. foreign policy.

Returning to Washington later that year, Kennan lectured at the National War College, where he was asked to write a paper elaborating his views. The paper, entitled "Psychological Background of Soviet Foreign Policy," was completed in January of 1947. At that point, following an impressive public lecture, he was asked to submit an article for publication in the journal *Foreign Affairs*. The State Department authorized him to do so, as long as he did not use his own name. So he took the paper he had written, signed it with an "X," and sent it to the journal.

Kennan was fast becoming a very influential man. That spring, he was placed at the head of the State Department's Policy Planning Staff, which was instrumental in developing the Marshall Plan. In July his article, now titled "The Sources of Soviet Conduct," was published in *Foreign Affairs*, with the author identified as "X." The "X-article," as it came to be known (despite the fact that its writer's identity was soon disclosed in *The New York Times*), is excerpted below. It provided a conceptual basis for the new U.S. foreign policy embodied in the Truman Doctrine and Marshall Plan. Describing Soviet expansion as "a fluid stream which moves constantly, wherever it is permitted to move," Kennan called for "a policy of firm containment, designed to confront the Russians with unalterable counter-force at every point where they show signs of encroaching upon the interests of a peaceful and stable world...." This "containment" policy would serve as a foundation of American Cold War behavior for the next four decades.

THE SOURCES OF SOVIET CONDUCT*

The political personality of Soviet power as we know it today is the product of ideology and circumstances: ideology inherited by the present Soviet leaders from the movement in which they had their political origin, and circumstances of the power which they now have exercised for nearly three decades in Russia. There can be few tasks of psychological analysis more difficult than to try to trace the interaction of these two forces and the relative role of each in the determination of official Soviet conduct. Yet the attempt must be made if that conduct is to be understood and effectively countered.

It is difficult to summarize the set of ideological concepts with which the Soviet leaders came into power. Marxian ideology, in its Russian-Communist projection, has always been in process of subtle evolution. The materials on which it bases itself are extensive and complex. But the outstanding features of Communist thought as it existed in 1916 may perhaps be summarized as follows: (a) that the central factor in the life of man, the fact which determines the character of public life and the "physiognomy of society," is the system by which material goods are produced and exchanged; (b) that the capitalist system of production is a nefarious one which inevitably leads to the exploitation of the working class by the capital-owning class and is incapable of developing adequately the economic resources of society or of distributing fairly the material goods produced by human labor; (c) that capitalism contains the seeds of its own destruction and must, in view of the inability of the capital-owning class to adjust itself to economic change, result eventually and inescapably in a revolutionary transfer of power to the working class; and (d) that imperialism, the final phase of capitalism, leads directly to war and revolution.

The rest may be outlined in Lenin's own words: "Unevenness of economic and political development is the inflexible law of capitalism. It follows from this that the victory of Socialism may come originally in a few capitalist countries or even in a single capitalist country. The victorious proletariat of that country, having expropriated the capitalists and having organized Socialist production at home, would rise against

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the remaining capitalist world, drawing to itself in the process the oppressed classes of other countries." It must be noted that there was no assumption that capitalism would perish without proletarian revolution. A final push was needed from a revolutionary proletariat movement in order to tip over the tottering structure. But it was regarded as inevitable that sooner or later that push be given....

The circumstances of the immediate post-Revolution period—the existence in Russia of civil war and foreign intervention, together with the obvious fact that the Communists represented only a tiny minority of the Russian people—made the establishment of dictatorial power a necessity....

Lenin, had he lived, might have proved a great enough man to reconcile these conflicting forces to the ultimate benefit of Russian society, though this is questionable. But be that as it may, Stalin, and those whom he led in the struggle for succession to Lenin's position of leadership, were not the men to tolerate rival political forces in the sphere of power which they coveted. Their sense of insecurity was too great. Their particular brand of fanaticism, unmodified by any of the Anglo-Saxon traditions of compromise, was too fierce and too jealous to envisage any permanent sharing of power. From the Russian-Asiatic world out of which they had emerged they carried with them a skepticism as to the possibilities of permanent and peaceful coexistence of rival forces. Easily persuaded of their own doctrinaire "rightness," they insisted on the submission or destruction of all competing power....

Let it be stressed again that subjectively these men probably did not seek absolutism for its own sake. They doubtless believed—and found it easy to believe—that they alone knew what was good for society and that they would accomplish that good once their power was secure and unchallengeable. But in seeking that security of their own rule they were prepared to recognize no restrictions, either of God or man, on the character of their methods. And until such time as that security might be achieved, they placed far down on their scale of operational priorities the comforts and happiness of the peoples entrusted to their care.

Now the outstanding circumstance concerning the Soviet regime is that down to the present day this process of political consolidation has never been completed and the men in the Kremlin have continued to be predominantly absorbed with the struggle to secure and make absolute the power which they seized in November 1917. They have endeavored to secure it primarily against forces at home, within Soviet society itself. But they have also endeavored to secure it against the outside world. For ideology, as we have seen, taught them that the outside world was hostile and that it was their duty eventually to overthrow the political forces beyond their borders....

Now it lies in the nature of the mental world of the Soviet leaders, as well as in the character of their ideology, that no opposition to them can be officially recognized as having any merit or justification whatsoever. Such opposition can flow, in theory, only from the hostile and incorrigible forces of dying capitalism. As long as remnants of capitalism were officially recognized as existing in Russia, it was possible to place on them, as an internal element, part of the blame for the maintenance of a dictatorial form of society. But as these remnants were liquidated, little by little, this justification fell away; and when it was indicated officially that they had been finally destroyed, it disappeared altogether. And this fact created one of the most basic of the compulsions which came to act upon the Soviet regime: since capitalism no longer existed in Russia and since it could not be admitted that there could be serious or widespread opposition to the Kremlin springing spontaneously from

the liberated masses under its authority, it became necessary to justify the retention of the dictatorship by stressing the menace of capitalism abroad.

This began at an early date. In 1924, Stalin specifically defended the retention of the "organs of suppression," meaning, among others, the army and the secret police, on the ground that "as long as there is a capitalist encirclement there will be danger of intervention with all the consequences that flow from that danger." In accordance with that theory, and from that time on, all internal opposition forces in Russia have consistently been portrayed as the agents of foreign forces of reaction antagonistic to Soviet power.

By the same token, tremendous emphasis has been placed on the original Communist thesis of a basic antagonism between the capitalist and Socialist worlds. It is clear, from many indications, that this emphasis is not founded in reality. The real facts concerning it have been confused by the existence abroad of genuine resentment provoked by Soviet philosophy and tactics and occasionally by the existence of great centers of military power, notably the Nazi regime in Germany and the Japanese government of the late 1930s, which did indeed have aggressive designs against the Soviet Union. But there is ample evidence that the stress laid in Moscow on the menace confronting Soviet society from the world outside its borders is founded not in the realities of foreign antagonism but in the necessity of explaining away the maintenance of dictatorial authority at home....

II. So much for the historical background. What does it spell in terms of the political personality of Soviet power as we know it today?

Of the original ideology, nothing has been officially junked. Belief is maintained in the basic badness of capitalism, in the inevitability of its destruction, in the obligation of the proletariat to assist in that destruction and to take power into its own hands. But stress has come to be laid primarily on those concepts which relate most specifically to the Soviet regime itself: to its position as the sole truly Socialist regime in a dark and misguided world, and to the relationship of power within it.

The first of these concepts is that of the innate antagonism between capitalism and Socialism. We have seen how deeply that concept has become imbedded in foundations of Soviet power. It has profound implications for Russia's conduct as a member of international society. It means that there can never be on Moscow's side any sincere assumption of a community of aims between the Soviet Union and powers which are regarded as capitalist. It must invariably be assumed in Moscow that the aims of the capitalist world are antagonistic to the Soviet regime and, therefore, to the interests of the peoples it controls. If the Soviet government occasionally sets its signature to documents which would indicate the contrary, this is to be regarded as a tactical maneuver permissible in dealing with the enemy (who is without honor) and should be taken in the spirit of *caveat emptor*. Basically, the antagonism remains. It is postulated. And from it flow many of the phenomena which we find disturbing in the Kremlin's conduct of foreign policy: the secretiveness, the lack of frankness, the duplicity, the war suspiciousness, and the basic unfriendliness of purpose. These phenomena are there to stay, for the foreseeable future. There can be variations of degree and of emphasis. When there is something the Russians want from us, one or the other of these features of their policy may be thrust temporarily into the background; and when that happens there will always be Americans who will leap forward with gleeful announcements that "the Russians have changed," and some will even try to take credit for having brought about those "changes." But we should not be misled

by tactical maneuvers. These characteristics of Soviet policy, like the postulate from which they flow, are basic to the internal nature of Soviet power, and will be with us, whether in the foreground or the background, until the internal nature of Soviet power is changed.

This means that we are going to continue for a long time to find the Russians difficult to deal with. It does not mean that they should be considered as embarked upon a do-or-die program to overthrow our society by a given date. The theory of the inevitability of the eventual fall of capitalism has the fortunate connotation that there is no hurry about it. The forces of progress can take their time in preparing the final *coup de grace*. Meanwhile, what is vital is that the "Socialist fatherland"—that oasis of power which has been already won for Socialism in the person of the Soviet Union—should be cherished and defended by all good Communists at home and abroad, its fortunes promoted, its enemies badgered and confronted. The promotion of premature, "adventuristic" revolutionary projects abroad which might embarrass Soviet power in any way would be an inexcusable, even a counter-revolutionary act. The cause of Socialism is the support and promotion of Soviet power, as defined in Moscow.

This brings us to the second of the concepts important to contemporary Soviet outlook. That is the infallibility of the Kremlin. The Soviet concept of power, which permits no focal points of organization outside the Party itself, requires that the Party leadership remain in theory the sole repository of truth. For if truth were to be found elsewhere, there would be justification for its expression in organized activity. But it is precisely that which the Kremlin cannot and will not permit.

The leadership of the Communist Party is therefore always right, and has been always right ever since in 1929 Stalin formalized his personal power by announcing that decisions of the Politburo were being taken unanimously.

On the principle of infallibility there rests the iron discipline of the Communist Party. In fact, the two concepts are mutually self-supporting. Perfect discipline requires recognition of infallibility. Infallibility requires the observance of discipline. And the two together go far to determine the behaviorism of the entire Soviet apparatus of power. But their effect cannot be understood unless a third factor be taken into account: namely, the fact that the leadership is at liberty to put forward for tactical purposes any particular thesis which it finds useful to the cause at any particular moment and to require the faithful and unquestioning acceptance of that thesis by the members of the movement as a whole. This means that truth is not a constant but is actually created, for all intents and purposes, by the Soviet leaders themselves. It may vary from week to week, from month to month. It is nothing absolute and immutable—nothing which flows from objective reality. It is only the most recent manifestation of the wisdom of those in whom the ultimate wisdom is supposed to reside, because they represent the logic of history. The accumulative effect of these factors is to give to the whole subordinate apparatus of Soviet power an unshakable stubbornness and steadfastness in its orientation. This orientation can be changed at will by the Kremlin but by no other power. Once a given party line has been laid down on a given issue of current policy, the whole Soviet governmental machine, including the mechanism of diplomacy, moves inexorably along the prescribed path, like a persistent toy automobile wound up and headed in a given direction, stopping only when it meets some unanswerable force. The individuals who are the components of this machine are unamenable to argument or reason which comes to them from

outside sources. Their whole training has taught them to mistrust and discount the glib persuasiveness of the outside world....

But we have seen that the Kremlin is under no ideological compulsion to accomplish its purposes in a hurry. Like the Church, it is dealing in ideological concepts which are of long-term validity, and it can afford to be patient.... Again, these precepts are fortified by the lessons of Russian history: of centuries of obscure battles between nomadic forces over the stretches of a vast unfortified plain. Here caution, circumspection, flexibility and deception are the valuable qualities; and their value finds natural appreciation in the Russian or the oriental mind. Thus the Kremlin has no compunction about retreating in the face of superior force. And being under the compulsion of no timetable, it does not get panicky under the necessity for such retreat. Its political action is a fluid stream which moves constantly, wherever it is permitted to move, toward a given goal. Its main concern is to make sure that it has filled every nook and cranny available to it in the basin of world power. But if it finds unassailable barriers in its path, it accepts these philosophically and accommodates itself to them. The main thing is that there should always be pressure, increasing constant pressure, toward the desired goal. There is no trace of any feeling in Soviet psychology that that goal must be reached at any given time.

These considerations make Soviet diplomacy at once easier and more difficult to deal with than the diplomacy of individual aggressive leaders like Napoleon and Hitler. On the one hand it is more sensitive to contrary force, more ready to yield on individual sectors of the diplomatic front when that force is felt to be too strong, and thus more rational in the logic and rhetoric of power. On the other hand it cannot be easily defeated or discouraged by a single victory on the part of its opponents. And the patient persistence by which it is animated means that it can be effectively countered not by sporadic acts which represent the momentary whims of democratic opinion but only by intelligent long-range policies on the part of Russia's adversaries—policies no less steady in their purpose, and no less variegated and resourceful in their application, than those of the Soviet Union itself.

In these circumstances it is clear that the main element of any United States' policy toward the Soviet Union must be that of a long-term, patient but firm and vigilant containment of Russian expansive tendencies. It is important to note, however, that such a policy has nothing to do with outward histrionics: with threats or blustering or superfluous gestures of outward "toughness." While the Kremlin is basically flexible in its reaction to political realities, it is by no means unamenable to considerations of prestige. Like almost any other government, it can be placed by tactless and threatening gestures in a position where it cannot afford to yield even though this might be dictated by its sense of realism. The Russian leaders are keen judges of human psychology, and as such they are highly conscious that loss of temper and of self-control is never a source of strength in political affairs. They are quick to exploit such evidences of weakness. For these reasons, it is a *sine qua non* of successful dealing with Russia that the foreign government in question should remain at all times cool and collected and that its demands on Russian policy should be put forward in such a manner as to leave the way open for a compliance not too detrimental to Russian prestige.

III. In the light of the above, it will be clearly seen that the Soviet pressure against the free institutions of the Western world is something that can be contained by the adroit and vigilant application of counter-force at a series of constantly shifting geo-

graphical and political points, corresponding to the shifts and maneuvers of Soviet policy, but which cannot be charmed or talked out of existence. The Russians look forward to a duel of infinite duration, and they see that already they have scored great successes. It must be borne in mind that there was a time when the Communist Party represented far more of a minority in the sphere of Russian national life than Soviet power today represents in the world community.

But if ideology convinces the rulers of Russia that truth is on their side and that they can afford to wait, those of us on whom that ideology has no claim are free to examine objectively the validity of that premise. The Soviet thesis not only implies complete lack of control by the west over its own economic destiny, it likewise assumes Russian unity, discipline and patience over an indefinite period. Let us bring this apocalyptic vision down to earth, and suppose that the western world finds the strength and resourcefulness to contain Soviet power over a period of ten to fifteen years. What does that spell for Russia itself?

The Soviet leaders, taking advantage of the contributions of modern technique to the arts of despotism, have solved the question of obedience within the confines of their power. Few challenge their authority; and even those who do are unable to make that challenge valid against the organs of suppression of the state.

The Kremlin also proved able to accomplish its purpose of building up in Russia, regardless of the interests of the inhabitants, an industrial foundation of heavy metallurgy, which is, to be sure, not yet complete but which is nevertheless continuing to grow and is approaching those of the other major industrial countries. All of this, however, both the maintenance of internal political security and the building of heavy industry, has been carried out at a terrible cost of human life and in human hopes and energies. It has necessitated the use of forced labor on a scale unprecedented in modern times under conditions of peace. It has involved the neglect or abuse of other phases of Soviet economic life, particularly agriculture, consumers' goods production, housing and transportation.

To all that, the war has added its tremendous toll of destruction, death and human exhaustion. In consequence of this, we have in Russia today a population which is physically and spiritually tired. The mass of the people are disillusioned, skeptical, and no longer as accessible as they once were to the magical attraction which Soviet power still radiates to its followers abroad. The avidity with which people seized upon the slight respite accorded to the Church for tactical reasons during the war was eloquent testimony to the fact that their capacity for faith and devotion found little expression in the purposes of the regime.

In these circumstances, there are limits to the physical and nervous strength of the people themselves. These limits are absolute ones, and are binding even for the cruelest dictatorship, because beyond them people cannot be driven. The forced labor camps and the other agencies of constraint provide temporary means of compelling people to work longer hours than their own volition or mere economic pressure would dictate; but if people survive them at all they become old before their time and must be considered as human casualties to the demands of dictatorship. In either case their best powers are no longer available to society and can no longer be enlisted in the service of the state....

In addition to this, we have the fact that Soviet economic development, while it can list certain formidable achievements, has been precariously spotty and uneven. Russian Communists who speak of the "uneven development of capitalism" should blush at the contemplation of their own national economy. Here is a nation striving

to become in a short period one of the great industrial nations of the world while it still has no highway network worthy of the name and only a relatively primitive network of railways. Much has been done to increase efficiency of labor and to teach primitive peasants something about the operation of machines. But maintenance is still a crying deficiency of all Soviet economy. Construction is hasty and poor in quality. Depreciation must be enormous. And in vast sectors of economic life it has not yet been possible to instill into labor anything like that general culture of production and technical self-respect which characterizes the skilled worker of the west.

It is difficult to see how these deficiencies can be corrected at an early date by a tired and dispirited population working largely under the shadow of fear and compulsion. And as long as they are not overcome, Russia will remain economically a vulnerable, and in a certain sense an impotent, nation, capable of exporting its enthusiasm and radiating the strange charm of its primitive political vitality but unable to back up those articles of export by the real evidences of material power and prosperity.

Meanwhile, a great uncertainty hangs over the political life of the Soviet Union. That is the uncertainty involved in the transfer of power from one individual or group of individuals to others.

This is, of course, outstandingly the problem of the personal position of Stalin. We must remember that his succession to Lenin's pinnacle of pre-eminence in the Communist movement was the only such transfer of individual authority which the Soviet Union has experienced. That transfer took 12 years to consolidate. It cost the lives of millions of people and shook the state to its foundations. The attendant tremors were felt all through the international revolutionary movement, to the disadvantage of the Kremlin itself.

It is always possible that another transfer of pre-eminent power may take place quietly and inconspicuously, with no repercussions anywhere. But again, it is possible that the questions involved may unleash, to use some of Lenin's words, one of those "incredibly swift transitions" from "delicate deceit" to "wild violence" which characterize Russian history, and may shake Soviet power to its foundations....

Thus the future of Soviet power may not be by any means as secure as Russian capacity for self-delusion would make it appear to the men in the Kremlin. That they can keep power themselves, they have demonstrated. That they can quietly and easily turn it over to others remains to be proved. Meanwhile, the hardships of their rule and vicissitudes of international life have taken a heavy toll of the strength and hopes of the great people on whom their power rests. It is curious to note that the ideological power of Soviet authority is strongest today in areas beyond the frontiers of Russia, beyond the reach of its police power.... And who can say with assurance that the strong light still cast by the Kremlin on the dissatisfied peoples of the western world is not the powerful afterglow of a constellation which is in actuality on the wane? This cannot be proved. And it cannot be disproved. But the possibility remains (and in the opinion of this writer it is a strong one) that Soviet power, like the capitalist world of its conception, bears within it the seeds of its own decay, and that the sprouting of these seeds is well advanced.

IV. It is clear that the United States cannot expect in the foreseeable future to enjoy political intimacy with the Soviet regime. It must continue to regard the Soviet Union as a rival, not a partner, in the political arena. It must continue to expect that Soviet policies will reflect no abstract love of peace and stability, no real faith in the possibility

of a permanent happy coexistence of the Socialist and capitalist worlds, but rather a cautious, persistent pressure toward the disruption and weakening of all rival influence and rival power.

Balanced against this are the facts that Russia, as opposed to the Western world in general, is still by far the weaker party, that Soviet policy is highly flexible, and that Soviet society may well contain deficiencies which will eventually weaken its own total potential. This would of itself warrant the United States entering with reasonable confidence upon a policy of firm containment, designed to confront the Russians with unalterable counter-force at every point where they show signs of encroaching upon the interests of a peaceful and stable world.

But in actuality the possibilities for American power are by no means limited to holding the line and hoping for the best. It is entirely possible for the United States to influence by its actions the internal developments, both within Russia and throughout the international Communist movement, by which Russian policy is largely determined. This is not only a question of the modest measure of informational activity which this government can conduct in the Soviet Union and elsewhere, although that, too, is important. It is rather a question of the degree to which the United States can create among the peoples of the world generally the impression of a country which knows what it wants, which is coping successfully with the problems of its internal life and with the responsibilities of a world power, and which has a spiritual vitality capable of holding its own among the major ideological currents of the time. To the extent that such an impression can be created and maintained, the aims of Russian Communism must appear sterile and quixotic, the hopes and enthusiasm of Moscow's supporters must wane, and added strain must be imposed on the Kremlin's foreign policies. For the palsied decrepitude of the capitalist world is the keystone of Communist philosophy. Even the failure of the United States to experience the early economic depression which the ravens of Red Square have been predicting which such complacent confidence since hostilities ceased would have deep and important repercussions throughout the Communist world.

By the same token, exhibitions of indecision, disunity and internal disintegration within this country have an exhilarating effect on the whole Communist movement. At each evidence of these tendencies, a thrill of hope and excitement goes through the Communist world; a new jauntiness can be noticed in the Moscow tread; new groups of foreign supporters climb onto what they can only view as the bandwagon of international politics; and Russian pressure increases all along the line in international affairs.

It would be an exaggeration to say that American behavior unassisted and alone could exercise a power of life and death over the Communist movement and bring about the early fall of Soviet power in Russia. But the United States has it in its power to increase enormously the strains under which Soviet policy must operate, to force upon the Kremlin a far greater degree of moderation and circumspection than it has had to observe in recent years, and in this way to promote tendencies which must eventually find their outlet in either the breakup or the gradual mellowing of Soviet power. For no mystical, Messianic movement—and particularly not that of the Kremlin—can face frustration indefinitely without eventually adjusting itself in one way or another to the logic of that state of affairs.

Thus the decision will really fall in large measure in this country itself. The issue of Soviet-American relations is in essence a test of the over-all worth of the United States as a nation among nations. To avoid destruction the United States

need only measure up to its own best traditions and prove itself worthy of preservation as a great nation.

Surely there was never a fairer test of national quality than this. In the light of these circumstances, the thoughtful observer of Russian-American relations will find no cause for complaint in the Kremlin's challenge to American society. He will rather experience a certain gratitude to a Providence which, by providing the American people with this implacable challenge, has made their entire security as a nation dependent on their pulling themselves together and accepting the responsibilities of moral and political leadership that history plainly intended them to bear.

DISCUSSION QUESTIONS

1. What did Kennan consider to be the main principles of Communist ideology?
2. What did Kennan see as the main reasons for Soviet hostility toward the West?
3. Why did Kennan believe that the Soviet leaders could never fully be trusted by the West?
4. What did Kennan think the West should do to counter Soviet expansionism?
5. Why did Kennan caution Western leaders to avoid gestures of outward "toughness" toward the USSR?
6. How did Kennan think that U.S. policy could contribute to the breakup or mellowing of Soviet power?
7. Why did Kennan's ideas have such an important influence on U.S. policy makers?