- "Besides what has been said, people are fickle by nature; and it is a simple to convince them of something but difficult to hold them in that conviction; and, therefore, affairs should be managed in such a way that when they no longer believe, they can be made to believe by force."
  - Niccolo Machiavelli



Machiavelli interviewing Cesare Borgia (1475-1507), suspected model for The Prince.

 "One can make this generalization about men: they are ungrateful, fickle, liars, and deceivers, they shun danger and are greedy for profit; while you treat them well, they are yours. They would shed their blood for you, risk their property, their lives, their children, so long, as I said above, as danger is remote; but when you are in danger they turn against you." -- Niccolo Machiavelli

 "From this arises an argument: whether it is better to be loved than feared. I reply that one should like to be both one and the other; but since it is difficult to join them together, it is much safer to be feared than to be loved when one of the two must be lacking." -- Niccolo Machiavelli

 "A man who wishes to make a profession of goodness in everything must necessarily come to grief among so many who are not good. Therefore it is necessary for a prince, who wishes to maintain himself, to learn how not to be good, and to use this knowledge and not use it, according to the necessity of the case...'

 "It is not, therefore, necessary for a prince to have all the above-named qualities, but it is very necessary to seem to have them. I would even be bold to say that to possess them and always to observe them is dangerous, but to appear to possess them is useful. Thus it is well to seem merciful, faithful, humane, sincere, religious, and also to be so...."

 "And, therefore, he must have a mind disposed to adapt itself according to the wind, and as the variations of fortune dictate, and, as I have said before, not to deviate from what is good, if possible, but be able to do evil if constrained."

 "A prince must take great care that nothing goes out of his mouth which is not full of the above-named five qualities, and to see and hear him, he should seem to be all mercy, faith, integrity, humanity, and religion. And nothing is more necessary than to seem to have the last quality, for men in general judge more by the eyes than by the hands, for every one can see, but very few have to feel. Everybody sees what you appear to be, few feel what you are, and those few will not dare to oppose the many, who have the majesty of the state to defend them; and in the actions of men, and especially of princes, from which there is no appeal, the end justifies the means."