

Teddy Roosevelt — PUBLIC-persona OCEAN profile

Dimension Score<sup>1</sup> Evidence from public words & conduct

Openness to Experience 7 / 10 Roosevelt publicly celebrated exploration, innovation and intellectual curiosity. In "The Strenuous Life" (1899) he urges Americans to embrace "danger, hardship, ... bitter toil" rather than "ignoble ease," casting adventure as a civic virtue.  
voicesofdemocracy.umd.edu

His 1910 Sorbonne address ("Man in the Arena") likewise praises the citizen who dares greatly and risks failure.

theodoreroosevelt.org

These themes, plus his well-publicised Amazon expedition and natural-history writings, project a leader eager for new experiences while still grounded in core American ideals—hence a high-but-not-extreme score.

Conscientiousness 8 / 10 TR presents himself as disciplined, dutiful and morally upright. "Strenuous Life" lauds hard work and perseverance as the "highest form of success."

voicesofdemocracy.umd.edu

His famous "Speak softly and carry a big stick" motto (Minnesota State Fair, 1901) frames firmness and preparedness as moral responsibilities.

presidency.ucsb.edu

He routinely portrayed his "Square Deal" reforms as a fair-minded obligation to labor, capital and the public—signalling strong rule-following and task focus.

Extraversion 9 / 10 Roosevelt's booming voice, rapid-fire whistle-stop tours and energetic greetings exemplify very high outward sociability. In the Sorbonne speech he theatrically contrasts the "doer of deeds" with mere critics, relishing the public arena.

theodoreroosevelt.org

Contemporaneous press coverage of his State-Fair speech noted the crowd-pleasing showmanship that made the quote legendary.

kstp.com

Agreeableness 6 / 10 TR's projected persona mixes warmth with toughness. During the 1902 anthracite-coal strike he cast himself as an honest broker who respected both miners and owners, urging a settlement for "the public interest."

dol.gov

Yet the same "big-stick" rhetoric warns adversaries of decisive force, signalling limited compromise when principles are at stake—thus a mid-high but not gentle score.

Neuroticism (reverse-coded → lower = calmer) 3 / 10 Publicly, Roosevelt appears unfazed by danger. The strongest emblem is the 1912 Milwaukee "Bull Moose" shooting: after taking a bullet to the chest he delivered a 50-minute speech before seeking treatment, quipping, "It takes more than one bullet to kill a Bull Moose."

history.com

Likewise, in the protracted 1902 strike he displayed steady optimism and patience.

dol.gov

Such episodes project emotional resilience and low visible anxiety.

<sup>1</sup> Scores are on a 1–10 scale reflecting publicly projected traits, not private behavior.

## Teddy Roosevelt — Behavioral-reality OCEAN profile

(scores reflect what Roosevelt actually did when power, prestige or lives were on the line)

Dimension Score<sup>1</sup> Behavioral evidence (policies, crises, strategic moves)

Openness to Experience 8 / 10 • Personally drove the audacious decision to back Panama's secession from Colombia so the U.S. could dig the Panama Canal—a colossal engineering gamble he then inspected on-site in 1906.

history.state.gov

• Dispatched the 16-battleship Great White Fleet on a 14-month global circumnavigation to test logistics and signal American reach—an unprecedented naval stunt.

en.wikipedia.org

• Signed executive orders creating the U.S. Forest Service and 150 million acres of national forests, embedding scientific conservation in government practice.

nps.gov

npshistory.com

• Accepted Japan's request to mediate the Russo-Japanese War, brokering the Treaty of Portsmouth and winning the 1906 Nobel Peace Prize—an innovative use of presidential diplomacy for peacemaking.

history.state.gov

Conscientiousness 9 / 10 • Ordered the Justice Department to break up the Northern Securities railroad trust, winning a landmark 1904 Supreme Court ruling and setting the pattern for systematic "trust-busting."

en.wikipedia.org

• Intervened directly in the 1902 anthracite-coal strike, threatened federal takeover of the mines, and forced binding arbitration—preventing a winter fuel crisis.

dol.gov

• Issued scores of late-night proclamations adding 16 million acres of forest reserves in two days (March 1907) after Congress tried to curtail his authority—showing meticulous attention to procedural deadlines.

npshistory.com

Extraversion 9 / 10 • Relished theatrical power displays such as the Great White Fleet tour and barn-storming whistle-stop speeches.

en.wikipedia.org

• After being shot in the chest in Milwaukee (1912) insisted on addressing the crowd for 50-plus minutes before seeing a doctor, quipping it would take "more than that to kill a Bull Moose."

trlibrary.com

Agreeableness 4 / 10 • Willingly used coercive leverage: the Roosevelt Corollary asserted the U.S. right to intervene militarily across Latin America, and he exercised it repeatedly.

history.state.gov

• Engineered Panama's break-away from Colombia with warships on station—prioritising strategic goals over diplomatic niceties.

history.state.gov

• Counter-balancing sign of cooperativeness: mediated the Russo-Japanese peace, but even that served U.S. balance-of-power interests.

history.state.gov

Neuroticism (low = calm) 2 / 10 • Displayed near-preternatural composure during the 1912 assassination attempt—analysed his wound, soothed the mob and controlled the event.

en.wikipedia.org

• During the tense 1902 coal strike, maintained steady resolve over five months of negotiation, deflecting

political heat with confidence.  
dol.gov

<sup>1</sup> Scores use a 1 = very low to 10 = very high scale, calibrated to observable behaviour rather than reputation.

## Teddy Roosevelt — Communication Patterns Analysis

### 1. Public communication style

Aspect      Typical features      Illustrative evidence

Phrases to international audiences      Moral-legal framing that casts the U.S. as a civilised arbiter. E.g.

"Chronic wrongdoing ... may ... require [U.S.] exercise of an international police power."

teachingamericanhistory.org

Diplomatic language patterns      Mix of civility + veiled threat: "Speak softly and carry a big stick; you will go far."

presidency.ucsb.edu

Official justifications      Wraps hard power in high ideals—"Square Deal" fairness for all; "duty" to protect neighbours.

shapell.org

millercenter.org

Formality by context      • Academic/European stage (Sorbonne 1910) → lofty classical allusions ("Man in the Arena").

cdn4.sportngin.com

• Home-front stump speech → plain-spoken maxims and barn-storming vigor (Minnesota State Fair 1901).

presidency.ucsb.edu

### 2. Strategic (action-based) communication

What he does      Message sent without words      Notes

Dispatches the Great White Fleet on a round-the-world cruise (1907-09)      "The U.S. can project power globally—treat us as a great power."

en.wikipedia.org

Backs Panama's secession & signs Hay–Bunau-Varilla Treaty      Will circumvent diplomacy to obtain strategic assets.

britannica.com

Issues Roosevelt Corollary      U.S. reserves unilateral right of intervention in W. Hemisphere.

teachingamericanhistory.org

Mediates Russo-Japanese peace yet brandishes Navy      Balances peacemaker image with hard-power deterrence.

en.wikipedia.org

Safari after presidency while championing parks      Personal appetite for conquest undercuts conservation rhetoric.

time.com

### 3. Characteristic phrases (public repertoire)

"Speak softly and carry a big stick."

presidency.ucsb.edu

"The Strenuous Life."

voicesofdemocracy.umd.edu

"It is not the critic who counts ... the man in the arena."

cdn4.sportngin.com

"All I ask is a square deal for every man."

presidency.ucsb.edu

"We stand at Armageddon, and we battle for the Lord."

cooperative-individualism.org

"Don't hit at all if it is honorably possible to avoid hitting; but never hit soft."

goodreads.com

"Get action. Seize the moment. Man was never intended to become an oyster."  
brainyquote.com

"No man is above the law and no man is below it."  
millercenter.org

"It takes more than one bullet to kill a Bull Moose."  
trlibrary.com

"International police power" (Roosevelt Corollary).  
teachingamericanhistory.org

"We must preach, not ignoble ease, but the life of toil and effort."  
voicesofdemocracy.umd.edu

"Meet the crying needs of the people" (coal-strike mediation).  
smithsonianmag.com

#### 4. Behavioral contradictions (words ↔ deeds)

#	Pattern	Example contradiction
1	Preaches "Square Deal" fairness →	bypasses Colombian sovereignty for Panama Canal.
2	"Speak softly" maxim →	flamboyant whistle-stop theatrics & chest-thumping oratory.
3	Brands himself conservationist →	kills hundreds of animals on 1909 African safari.
4	Advocates non-violence ("don't hit if avoidable") →	issues Roosevelt Corollary to justify armed intervention.
5	Champions rule of law ("no man above it") →	stretches executive power with last-minute 1907 forest-reserve proclamations.
6	Mediates international peace →	simultaneously showcases battleships (Great White Fleet) to intimidate Japan.
7	Presents as honest broker in labor dispute →	privately threatens federal seizure of mines during coal strike.
8	Extols strenuous moral fiber →	tolerates racialized rhetoric (e.g., on Anglo-Saxon duty) in imperial ventures. [documented in multiple speeches—pattern noted by historians]

#### 5. Audience-tuned variations

Audience	Tone & register	Dominant signals
European elites / academia	Erudite, Latin & classical references; humble "New World" guest posture.	Moral authority + shared civilisation (Sorbonne 1910).
U.S. voters (state fairs, whistle-stops)	Colloquial proverbs, punchy one-liners, physical vitality.	"Big stick," "Square Deal," vigorous gestures.
Congress & policy papers	Formal legal-moral argumentation, dense paragraphs.	Sets precedents (Roosevelt Corollary, conservation messages).
Business magnates / strikers	Stern paternalism, appeals to patriotism; threat of force if needed.	Coal-strike summons: "Meet the crying needs of the people."

Military / Rough Riders  
"Bull Moose" defiance.  
brainyquote.com  
trlibrary.com

Martial metaphors, exhortations to courage. "Get action," "Man in the arena,"

#### Summary

Roosevelt's public voice blends elevated moral rhetoric with cracker-barrel maxims, but his strategic signals—from battleships to canal coups—speak an even louder language of calculated force. For any AI agent emulating him, you'll need:

A ready stock of vivid, slogan-grade maxims (list above).

A pattern of backing high-minded words with decisive—and sometimes contradictory—actions.

Audience-specific code-switching: erudite abroad, pugilistic and folksy at home.

## Step 4 — Negotiation & Decision-Making Behavior of Teddy Roosevelt

### 1 . PUBLIC NEGOTIATION STYLE (what he said/showed)

Aspect      What he projected      Evidence

Rhetoric about method      "Square Deal" fairness; a neutral umpire who weighs every side before acting.

Coal-strike appeal for "the crying needs of the people."

Framing of positions      Moral duty + law-and-order: "No man is above the law," yet America must wield "international police power" to stop "chronic wrongdoing."

pressbooks-dev.oer.hawaii.edu

Signature maxim "Speak softly and carry a big stick" → implies calm dialogue backed by latent force.  
dol.gov

Diplomatic image      Peacemaker-statesman (Portsmouth 1905); vigorous mediator who brings foes together while radiating confidence.

politico.com

history.state.gov

Stagecraft      Uses the bully pulpit—White-House convocations, whistle-stops, global publicity—to dramatize negotiations as moral crusades.

ebsco.com

dol.gov

### 2 . ACTUAL NEGOTIATION BEHAVIOR (what he did)

Behavior dimension      Pattern      Concrete instances & sources

Opening Strategy      Summon or surprise: seizes agenda first—either by personal invitation or unilateral action.

- Coal strike (1902): telegraphed both sides to the White House, declaring a "social war" crisis.

dol.gov

- Northern Securities (1902): skipped talks—filed suit without notice, stunning J. P. Morgan.

shapell.org

Concession Patterns      Trades on leverage, then splits the difference.

- Coal arbitration: miners get wage hike; owners keep right to bar union recognition.

en.wikipedia.org

- Portsmouth: persuaded Japan to drop cash indemnity, Russia to cede half Sakhalin—both leave with some face.

history.state.gov

uknowledge.uky.edu

Pressure Response      Escalates credibly.

- Threatened to seize mines with Army engineers if operators held out.

en.wikipedia.org

brainly.com

- Ordered the Great White Fleet to circle the globe as a veiled warning to Japan during immigration frictions.

greatwhitefleet.us

history.navy.mil

Information Tactics      Back-channel intelligence, selective disclosure. Secretly polled Japanese & Russian red-lines via envoys before offering mediation; revealed only what advanced a compromise.

onlinesafetytrainer.com

namadr.com

Relationship Building      Results first, rapport later. Could charm ("lunch at Sagamore Hill") but kept distance until a deal was in sight (e.g., dismissed Morgan's offer to "fix it up" privately).

lexology.com

piie.com

Risk Taking      Aggressive in uncertainty. Backed Panama's revolt after Colombian treaty failure, accepting diplomatic blow-back to secure canal route.

ebsco.com

usni.org

### 3 . WORDS vs ACTIONS — Key Divergences

# Public claim      Operational reality

1 Neutral arbiter (coal strike) Prepared to nationalize mines by force.

en.wikipedia.org

brainly.com

2 “Speak softly” Launched globe-girdling battleship parade.

greatwhitefleet.us

3 Respect for sovereignty Engineered Panama’s split from Colombia.

ebsco.com

4 Rule-of-law devotion Filed antitrust suit without consulting targets; rebuffed Morgan’s plea for private settlement.

shapell.org

#### Take-away for agent design

Publicly, Roosevelt sells cooperative, fairness-framed dialogue; privately, he opens hard, withholds options, and wields credible escalation until the other side moves—then trades concessions to lock in a face-saving win.

An AI agent modeled on him should:

Lead early—control agenda or venue.

Hold a tangible threat in reserve and signal it subtly.

Gather hidden intel before formal talks start.

Aim for symbolic fairness while pocketing core objectives.



Thought for 2m 14s

Teddy Roosevelt — Crisis-Response & Advanced Behavioral Patterns

### 1. Crisis-Latency Patterns

Crisis Gap before Roosevelt spoke/acted      What he did in the “quiet” window      Outcome  
Anthracite coal strike (began 12 May 1902)    ≈ 4½ months: public silence while monitoring food-fuel shortages    Sent Labor Commissioner Wright to gather facts; mapped legal options with Attorney General  
03 Oct 1902 he suddenly summoned both sides to Washington and forced arbitration

smithsonianmag.com

dol.gov

Brownsville Affair (shooting 13 Aug 1906)    ≈ 3 months: waited for Army IG report Let investigators build a record, then released decision after mid-term elections    09 Nov 1906 ordered 167 Black soldiers discharged “without honor”

en.wikipedia.org

britannica.com

Panic of 1907 (runs erupt 22 Oct) < 36 h: hunting in Louisiana, returned to D.C. 23 Oct 1907    Quietly released \$68 M Treasury funds; met Cortelyou/Morgan; weighed antitrust waiver    04 Nov approved U.S. Steel takeover of TC&I to steady markets

millercenter.org

en.wikipedia.org

Pattern: He rarely panics publicly. A short “study phase” (hours → months) is used to collect intelligence and line up force—then he strikes with a choreographed move.

### 2. Scapegoating Patterns

Typical targets    Methods    Examples

Corporate barons      Labels them “malefactors of great wealth,” tying crises to their greed

Provincetown speech, 20 Aug 1907

provincetownindependent.org

Vulnerable subordinates      Mass disciplinary action to signal moral rigor    Brownsville troops discharged en bloc

en.wikipedia.org

britannica.com

Foreign regimes    Frames obstructionist governments as lawless to justify intervention Blamed Colombia’s “incompetence” for Canal impasse, clearing moral ground for backing Panama revolt

elpais.com

en.wikipedia.org

He seldom fires cabinet allies; blame flows outward toward powerful moguls or powerless groups—whichever best legitimizes decisive action.

### 3. Escalation Sequence (“Big-Stick Ladder”)

Moral appeal / umpire pose (public speeches on duty & fairness).

Private fact-finding & back-channel probes (envoys, secret polls).

Credible threat display (Army seizure plan, warships, antitrust suits).

Decisive move (troops, executive order, fleet deployment).

Face-saving compromise (lets opponents keep dignity once core goal secured).

Illustrations

Coal strike: appeal → secret Army logistics → threat to run mines → arbitration win.

brainly.com

Panama: failed treaty → quiet naval positioning → USS Nashville off Colón → instant U.S. recognition of new republic.

[en.wikipedia.org](https://en.wikipedia.org)

Japan tensions: Gentlemen's Agreement talks → Great White Fleet ordered 27 Jun 1907 as moving threat → immigration deal sealed.

[history.navy.mil](https://history.navy.mil)

[history.com](https://history.com)

Roosevelt backs down only after the opponent yields a core concession; otherwise he doubles down (e.g., Corollary enforcements in Santo Domingo).

[americanforeignrelations.com](https://americanforeignrelations.com)

#### 4. Leverage Tactics (linking unrelated chips)

Move Hidden "chip"      Linked objective

Waived antitrust rules so U.S. Steel could absorb Tennessee Coal & Iron (1907)      Antitrust enforcement

Halt bank runs and end market panic

[stlouisfed.org](https://stlouisfed.org)

Great White Fleet world cruise      U.S. naval prestige      Pressure Japan to accept immigration accord without open war

[en.wikipedia.org](https://en.wikipedia.org)

[en.wikipedia.org](https://en.wikipedia.org)

Threat of federal timber-reserve proclamations (Mar 1907)      Conservation orders      Force western senators to drop rider curbing his power

[smithsonianmag.com](https://smithsonianmag.com)

Canal recognition leverage      U.S. warships off Panama      Obtain canal zone after Colombian rejection

[en.wikipedia.org](https://en.wikipedia.org)

He habitually yokes an unrelated pressure point—navy, trusts, forests—to pry loose his main aim.

#### 5. Strategic Communication: Humor-as-Threat & Dark Quips

Phrase (year)      Context / Intimidation signal

"Speak softly and carry a big stick." 1901

[kstp.com](https://kstp.com)

Soft words mask force in reserve.

"Don't hit at all... but never hit soft." c. 1900s

[goodreads.com](https://goodreads.com)

Warns opponents that any blow will be decisive.

"I took the Isthmus." 1911 boast on Panama

[constitutioncenter.org](https://constitutioncenter.org)

Taunts Congress after fait accompli.

"I should welcome almost any war..." 1897 letter

[pbs.org](https://pbs.org)

Signals readiness to escalate for national vigor.

"We stand at Armageddon, and we battle for the Lord!" 1912 campaign cry

[crowd.loc.gov](https://crowd.loc.gov)

"Malefactors of great wealth" 1907

[provincetownindependent.org](https://provincetownindependent.org)

These quips—half-joke, half-warning—telegraph moral righteousness fused with menace, reinforcing the escalation ladder above.

Operational takeaway for AI-agent modeling:

Roosevelt's crisis playbook is fast intelligence-gathering → calibrated silence → photogenic show of force → abrupt, high-stakes move. He buttresses actions with vivid, memorable lines that both inspire and intimidate—while scapegoating actors that strengthen his public narrative. Mimicking this pattern will yield an agent that negotiates with moral theater up front and ruthless leverage behind the curtain.

