

REVISED EDITION

THE  
DIPLOMAT'S  
DICTIONARY

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The views expressed in this book are those of the authors alone. They do not necessarily reflect the views of the United States Institute of Peace.

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# Foreword

Three years ago, when I wrote the foreword to the first edition of *The Diplomat's Dictionary*, I commended the book to readers as one of those few works one wants to keep close at hand for ready reference. As president of the National Defense University—whose press published Ambassador Chas. W. Freeman, Jr.'s instructive and entertaining volume—I was pleased to see that demand for the book suggested that many people shared my opinion. Now that I am not only president of the university but also a member of the board of the United States Institute of Peace—whose press is the publisher of this revised and expanded edition—I am no less impressed by the book's utility and no less confident of its appeal, especially to those who practice or study the arts of negotiation, mediation, and representation.

I noted in the foreword to the first edition that during his many years of foreign service, which included the American ambassadorship to Saudi Arabia during the Gulf War, Freeman collected numerous fragments of classic wisdom, cautionary advice, urbane observations, and witty insights on the art of diplomacy from numerous cultures and eras, often translating them from the original languages himself. He also added observations from his personal experience. *The Diplomat's Dictionary* thus grew out of the experiences, readings, and reflections of a career diplomat well versed in the arts of suasion, diplomacy, and discretion, and tested during times of crisis.

He presents this invaluable storehouse in a most helpful and engaging arrangement, of particular utility to those called upon to serve as mediator, negotiator, governmental envoy, consul, or ambassador. Here also are prudent, sagacious observations and shrewd advice for military officers or business leaders—anyone who may be called upon to deal with complex and challenging situations in cross-cultural circumstances. It is to this invaluable compendium that one may turn for enlightened and perspicacious comment before addressing important decisions, or as a rich source of germane quotations when preparing a speech or correspondence. In short, *The Diplomat's Dictionary* is a

most useful handbook for active service in the larger world beyond one's own borders.

This book is also a rich source for students of cross-cultural negotiation behavior, a topic of research and training projects sponsored by the United States Institute of Peace. Raymond Cohen's book on this subject—*Negotiating Across Cultures*, soon to appear in a revised edition from the Institute Press—and forthcoming country studies of Russia, Japan, and North Korea reflect the Institute's continuing attention to an issue whose currency can only increase as the twentieth-century age of ideological clashes gives way to the more complex encounters across cultures that characterize the post-Cold War world. Chas Freeman takes up this theme in his *Arts of Power: Statecraft and Diplomacy*, a companion volume to the present work, which the Institute will also publish.

This dictionary, together with *Arts of Power* and other works from the Institute Press, will significantly enhance our understanding of how to build a bridge across cultural divides and thus avoid the mutual incomprehension that often has led to violent conflicts.

Ervin J. Rokke  
Lieutenant General, U.S. Air Force  
President, National Defense University

# Preface to the Revised Edition

*The Diplomat's Dictionary* is a compilation of the lore of statecraft and diplomacy. I wrote it to meet the requirements of those called upon to serve as mediators, negotiators, governmental envoys, consuls, ambassadors, or foreign policy officials. To my pleasant surprise, academics, legislators, and speechwriters also seem to have found the book useful.

The first edition, published by the National Defense University Press, was unadvertised and purchasable only through the United States Government Printing Office, yet it sold out within months of its publication, leaving many who wanted a copy of the book unable to lay their hands on one. I am delighted that the United States Institute of Peace has asked me to prepare a revised edition for wider distribution.

The genesis and purpose of *The Diplomat's Dictionary* are described in the preface to the first edition. This revision corrects a number of errors and adds about eighty new entries to the original. I wish to express my gratitude to those readers who responded to my invitation to bring errors and omissions to my attention directly or through the publisher. I hope that readers of this edition will do the same.



# Preface to the First Edition

As the profession of suasion, diplomacy is as old as the emergence of organized human societies and the inevitable competition between them. Diplomats, as Demosthenes put it, “have no battleships at their disposal, or heavy infantry, or fortresses; their weapons are words and opportunities.” So wordy a calling invites a book of quotations. The absence of a convenient compilation of the lore of diplomacy, and the statecraft it serves, has therefore always puzzled me.

The literature of statecraft and diplomacy is rich but qualified by the prudent discretion and sly equivocation of its practitioners. Efforts to make advice to rulers about how to conduct relations with other rulers a science are among the earliest monuments of written culture as it emerged in China, India, Greece, West Asia, and other centers of human civilization. The appearance of the modern form of diplomacy in the European renaissance was marked by the beginning of a small flood of manuals for and about ambassadors, culminating in the greatest of these, François de Callières’ *On the Manner of Negotiating with Princes*. In our own days, practitioners of diplomacy and statecraft continue to attempt to distill the lessons of their experiences as counselors and messengers to rulers in memoirs and other writings, even as a new breed of scholars strives to produce a body of theory about the subject matter of the profession.

For, at their best, diplomats, like the clergy, doctors, lawyers, and the military, constitute a learned profession. They possess a high degree of generalized and systematic knowledge, a characteristic doctrine of problem analysis and resolution, an orientation to the service of community rather than individual interests, a sense of fraternity and shared expertise, and a (largely unwritten, to be sure) code of ethics to guide their interaction with one another and with the clients (governments and publics) they serve.

This volume begins the process of collecting that professional knowledge, doctrine, and spirit in a single place. It is based on a quarter century of constant reading, and intermittent reflection, on the competition and cooperation which characterize relationships between states and the manner in which diplomats conduct these relations. I have quoted a wide range of individuals, including those with views to which I do not subscribe; unattributed entries represent my own, not necessarily original, insights on matters of professional concern.

I completed this book while attached to the Institute of National Strategic Studies in the National Defense University. I am grateful to the Institute and its staff for the scholarly hospitality they extended to me. Nevertheless, my work reflects only my own views, to which neither the Departments of State and Defense nor any other part of the U.S. Government necessarily subscribes.

This has, in fact, been a purely individual effort, undertaken after hours throughout busy years of active involvement in the profession of diplomacy on five continents. This book reflects the limitations that such scattered origins imply. I am painfully aware that there are bound to be important gaps and omissions in the subject matter I have addressed, the sources I have cited, and the material I have collected. I hope for the assistance of readers in rectifying these oversights in a subsequent revision. To this end, I invite correspondence through the publisher.

# **The Diplomat's Dictionary**

