



INTRODUCTION

States are established to protect the interests and realize the aspirations of those who create them. To these ends, states compete or cooperate with each other. How well they do this determines whether they rise or fall in wealth and power, and whether they pass their days in tranquility or in turmoil. Statecraft translates national interests and concerns into national goals and strategies. It accumulates and applies the power of the state to other states and peoples to achieve these goals and strategies. Statecraft is the strategy of power.

Power is the capacity to direct the decisions and actions of others. Power derives from strength and will. Strength comes from the transformation of resources into capabilities. Will infuses objectives with resolve. Strategy marshals capabilities and brings them to bear with precision. Statecraft seeks through strategy to magnify the mass, relevance, impact, and irresistibility of power. It guides the ways the state deploys and applies its power abroad. These ways embrace the arts of war, espionage, and diplomacy. The practitioners of these three arts are the paladins of statecraft. They provide statesmen—the men and women who practice statecraft—with their reach and impact abroad.

The military are the fists of statecraft. War is the ultimate argument of the state. The profession of arms applies violence to intimidate and dominate the decisions of other states and peoples.

Espionage is the sixth sense of the state. Spies are statecraft's hidden eyes, ears, and hands. Spymasters serve statesmen by collecting intelligence and by carrying out their directives in

secret. Analysts serve statesmen by relating information to national interests.

Diplomacy is the profession of persuasion. Diplomats are statecraft's visible eyes, ears, and hands. They are the voice of their state in foreign lands. They are the peaceable heralds of its power. Statesmen use diplomats to apply this power through overt measures short of war.

To advance national interests, statesmen must discern the hierarchy of such interests and invoke the values that give them force. To build national well-being, preserve domestic tranquility, and ensure freedom from coercion by other states, statesmen must accumulate power for their state. To do this, they must master the elements of power and the means by which it can be applied. To magnify power's effects, statesmen must be able to maneuver their state into positions of strategic advantage. To apply power to other states and peoples, they must be able to use warriors, spies, and diplomats with skill.

Diplomacy is the form that statecraft takes in times of peace. It is the elegantly unbloody arm of strategy in war.

Diplomats work alongside spies and warriors to counsel statesmen and to monitor and guard the interests of their state in relation to others. They harness the power of other states to that of their own in coalitions to promote these interests. They shape the perceptions and actions of other states and peoples. Diplomats contain rivalry between states, harmonize their interests, and build cooperation between them. They erect and operate the framework for their nation's political, economic, cultural, and military interaction with foreigners. Diplomats assist their fellow citizens in international trade, investment, and cultural exchange. They protect the interests of their compatriots abroad.

The task of diplomats is the nonviolent advancement of the political, economic, cultural, and military interests of their state and people. They nurture relations with foreign states that will evoke cooperation or neutrality when war becomes necessary. Diplomats conduct the passage from protest to menace, from dialogue to negotiation, from ultimatum to reprisal, from war



to settlement and reconciliation with other states. They build and tend the coalitions that deter or make war. Diplomats disrupt the alliances of enemies and sustain the passivity of potentially hostile powers. Their activity marks the phase of policy prior to war; it aggregates the power of allies; it helps to set the aims of war; it contrives war's termination; it forms, strengthens, and sustains the peace.

The work of diplomats is thus of vital importance to the wealth, power, and well-being of the nation they serve. Like the arts of war and espionage, diplomacy is a path to safety or to ruin that warrants systematic inquiry by statesmen.

