
ABSTRACTS

Walter Astié-Burgos, *Profile and Formation of the Diplomat in the New Century*

The essay analyzes the big changes that have occurred both within the different national societies —economically, socially, politically, technologically, etcetera— and in their relationships. According to the author, this is reflected in a wider, richer, but also more complex, international agenda. If individuals and nations have to be more qualified in order to compete in today's post-industrial era, in the case of diplomats, the new times require them to perform their traditional functions even better, as well as develop new skills to deal with the growing complexity of international relations. In this essay, the author highlights what, in his opinion, is the main challenge involved in the formation of the contemporary Mexican diplomat since, as he states, the well-being of Mexican society in the age of globalization is largely determined by what happens beyond its national borders.

Estuardo Marrou Loayza, *Challenges involved in the Formation of Diplomats in Latin America and the Caribbean*

Based on an analysis of the globalization process, its characteristics, its effects on the economy and on politics, as well as the challenges it presupposes, Marrou Loayza reflects on and makes proposals for the education diplomats need in the post-Cold War era. According to the author, despite the growing importance of the new actors on the international scene, the State will not disappear, even though it faces new challenges, such as protecting the population from the negative effects of globalization. With the continuing presence of the State, the diplomat's work will continue being to serve the national interest. To do this, he will have to take into account the changes on the international stage. Consequently, diplomatic academies have to include courses on the characteristics

of a globalized economy in their study plans, but without losing sight of Political Science and International Relations studies, among other subjects that create the theoretical base for an understanding of the globalization process. In this respect, the author emphasizes the subject of Public International Law, because the new international stage suggests a review of various principles and rules that have traditionally formed the content of this division of law.

Eduardo Ortiz, *Formation of Diplomats in the New International Context*

Eduardo Ortiz discusses the topics that, in his opinion, should be included in process of forming new diplomats so that they are able to successfully deal with the challenges posed by the great world transformations that have arisen from the end of the Cold War. Among the topics of study proposed are notably, globalization and regionalization, as well as their reach, in addition to the new concern for topics such as the situation of the environment and of human rights, security and disarmament. In his essay, the author also underlines the need for modernized diplomatic formation to include the fact that in most cases, centers that form diplomats are part of the government sector, which makes them vulnerable to institutional stagnation, as in the case of Chile.

Rafael Leiva Vivas, *The New Global Agenda and the Formation of Diplomats in Latin America*

The collapse of the bipolar system accelerated the rise of a new international economy in which the developed countries have capital, technology, control of communications, food surpluses, etcetera, while the developing countries see the value of their labor and of the raw materials they export diminished. Markets acquire the import of State, and although they do not act with the power of a major State, they have taken traditional political power hostage and have submitted it to their own law. The new world order is characterized by the presence of new topics in the global agenda

—unquestionably democracy, human rights, the environment, corruption, etcetera—, whose treatment challenges classical concepts such as sovereignty and non-intervention. In this sense, the new agenda requires the foreign affairs ministers and the foreign service of each country to offer its diplomats the necessary training to fully perform their functions within a new, complex reality.

Ernesto Sosa Gallegos, *Globalization and the Formation of Diplomats; reflections on the 7th Meeting of Latin American and Caribbean Diplomatic Academies*

Ernesto Sosa features how globalization has changed the way of seeing and interpreting the world, and consequently, the way of relating. For him, the enormous development of communication technology, the preponderance of the economy and the new world configuration put the role of the diplomat, and the needs involved in diplomatic formation and updating, on the table for discussion. For Sosa, globalization imposes radical changes on the exercise of diplomacy: for example, faced with the avalanche of information available, the modern diplomat must have the ability and knowledge to choose the information useful to the short-and long-term priorities and objectives of the foreign policy he defends; he must also understand the international reality and the directions of change that characterize it in order to be able to move effectively in this circle. In this sense, the author spotlights some of the ideas that, based on Latin American experience and needs in the field of diplomatic formation, were set out in the 7th Meeting of Latin American and Caribbean Diplomatic Academies held in Mexico in December, 1999: the reform of study plans, greater dynamism in diplomatic and consular formation and updating courses, the importance of national cultural values and traditions and of the rich cultural spectrum they form, and the need for wide social support for the diplomat's work and international cooperation, among the most important.

Raymond Saner, *Importance of Training in Administrative Management and Leadership in Contemporary Diplomatic Formation*

The essay stresses the importance of including administrative management and leadership training courses in the study programs of diplomatic academies. The author analyzes how and why some key concepts in the administrative sciences, like leadership or stress management, have to be transferred to the arena of diplomacy so as to modernize it and make it capable of dealing with big responsibilities such as an understanding of the functioning of the global economy, and participation in the design of public policies within its sphere of action. According to the author, contemporary diplomatic practice has shown that the modern diplomat has and exercises leadership capacity, and does not only carry out decisions made by political leaders. He highlights the fact that, appearances aside, diplomatic academies and management schools often share similar concerns and that some fields of administrative management may be enormously useful to diplomats: human resources management, organizational changes, and the organization of communications, among other things.

Alan K. Henrikson, *Diplomacy: an old career, new skills*

Alan Henrikson reflects on the old career of diplomacy and the new skills that diplomats will have to acquire in the immediate future to be able to respond to globalization, among other phenomena. In his essay, the author features the need to rehabilitate the diplomatic profession and, beyond that, proposes a restatement of the real nature of the diplomatic *métier*, considered in the entirety of its reach. In keeping with this, he describes and analyzes the skills and characteristics that, in his opinion, will define the diplomats of the 21st century: from the ability to set in motion and forge consensus, to the daily work of facilitating cooperation among societies that do not always think and react alike. For the author, although the international diplomatic community is not the strongest pillar of the multi-state system that has prevailed—and that will probably prevail in the new century—, it is one of its most reliable elements: it not only seeks out and achieves an accom-

modation of different national interests, but is actually one of the essential “orders” that characterize the organization of the world.

Speeches and documents

Ivo Andric, *Who are diplomats?*

According to Ivo Andric, today there are more people who have failed in the diplomatic service of all the countries than in any other profession. This is due to the difficulty of determining the characteristics or skills that those who dedicate themselves to diplomacy must possess. In this article, the author briefly and directly describes the qualities that, in his opinion, must characterize the diplomat: integrity, courage, versatility, and a wide storehouse of knowledge, among other things. He also recommends to those without the vocation of diplomat do not join the profession, as otherwise they will become comical, pathetic individuals who, in addition to being a true disgrace for the foreign service, will do damage to themselves.

Henry Kissinger, *The Foreign Service*

In this article, former Secretary of State Henry Kissinger describes the principal characteristics of the members of the United States foreign service. According to the author, they are a group of men and women with exceptional ability and dedication who have naturally developed an elitist conviction. This is because, in order to belong to the foreign service, they have to pass difficult examinations and tests; to this is added the fact that, traditionally, representatives abroad came from the upper classes. The author also explains the 1954 reforms to the United States foreign service known as the Wriston Reforms. Before they were instituted, there were two types of officers in the State Department: those who stayed in Washington, and those who were always abroad. The reforms created a unified foreign service in which one can get experience both inside the country and abroad, so that those who remain understand the problems involved in working abroad, and those who work outside do not lose contact with the reality of their

country. Kissinger maintains that the State Department requires strong, consistent leadership, sustained by an appropriate philosophy of the world and a clear sense of direction, so that American diplomats will be prepared to act in keeping with the challenges involved in the fact that their country has, since 1945, become the main protector of world equilibrium.

Fernando Henrique Cardoso, *The Task of Contemporary Brazilian Diplomacy*

In his essay, Fernando H. Cardoso emphasizes development as a fundamental part of the national interest, and moreover, of the agenda of Brazilian diplomacy. Development in terms of economic process and form of progress, composed of democracy and social justice as basic elements. Pursuant to this, he maintains that in its international relations, Brazil seeks routes that contribute to the reinforcement of its development, democracy and social justice. The author, President of Brazil, analyzes the main elements of Brazil's modern-day participation in international relations: construction of a space of democracy, peace and prosperity in South America by expanding and strengthening the Southern Cone Common Market, among other fundamental factors, negotiations with the Andean Community, the horizon of opportunities that is opening with countries like Venezuela and Peru, as well as the progress being made in physical integration, and of energetics, as well as in infrastructure projects. This, without forgetting the importance of relations with the United States and the European Union, or Brazil's participation in the multilateral trade system within the context of the World Trade Organization and the Millennium Round. Cardoso also points out the importance of areas such as human rights, the environment and disarmament, plus relations with the United Nations and the non-governmental organizations. The author concludes that Brazil is open to dialogue, to the exchange of ideas and influences, and to free trade, that it is a country that inspires confidence and that the power it wants to exercise on the international stage is based on respect for what is and what can be.
