

CAPSTONE Spouses

**The State Department, U.S. Missions &
Diplomatic Statecraft**

May 11, 2025

Ambassador W. Patrick Murphy
Deputy Commandant, National War College

“Diplomacy: The art of letting someone else have your way”

--Sir David Frost



Iran Hostage Crisis (July 22, 1980: Day 261)





U.S. Department of State & Diplomacy

- Diplomacy: Roots & Rules & Tradecraft
- Skills and Elements
- Failure and Success
- Global Presence: the U.S. Embassy & the Ambassador
- State (DOS) & Defense (DoW) Cultures

Framework for Modern Diplomatic Relations & Rules

1648 Congress of Westphalia

- Post-30 Years' War
- Principle of sovereignty



1815 Congress of Vienna

- Post-Napoleonic Wars
- Codified diplomatic law



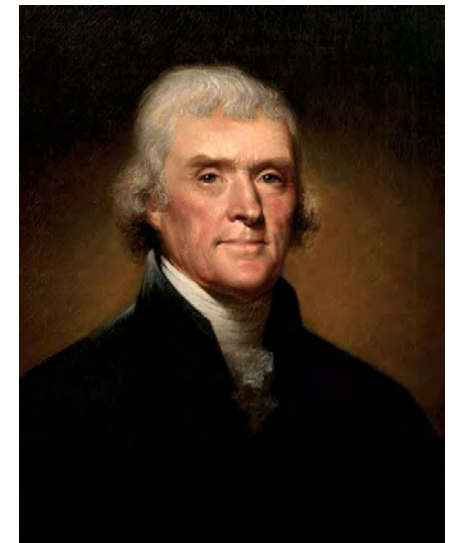
1961 Vienna Convention on Diplomatic Relations

- Post-WWII
- Appointments, protections, privileges



237 YEARS OF DIPLOMATIC SERVICE

- Oldest USG department (1789)
 - Department of Foreign Affairs
 - Department of State
- Leads U.S. diplomacy & foreign relations
- “S”: 1st cabinet member in line of POTUS succession
- First U.S. diplomat: “Minister” Ben Franklin (1776-1785)
- First SecState: Thomas Jefferson (1790-1793)



Elements of Diplomacy (Part II)

- Gather & analyze information
- Apply international law & justice
- Develop/implement assistance
- Protect citizens
- Deploy public diplomacy



Skills of Diplomacy



- Agency
- Advocacy
- Counseling
- Dialogue
- Expertise
- Maneuvering
- Negotiation
- Reporting
- Stewardship



- Communications
 - Language/Cross-cultural skills
 - Listening
- Compromise
- Patience & Persistence
- Confidentiality
- Honesty

When diplomacy fails...

Meeting between Ambassador April Glaspie and Saddam Hussein, July 25, 1990



1990 Baghdad

(Iraq invades Kuwait six days later)



February 2003:
UN Security Council,
New York

(March 2003: Invasion
of Iraq)

(2005: Final weapons
inspection = no WMD)



February 24, 2022

9 Feb 2022 *Al Jazeera* **Headline:**

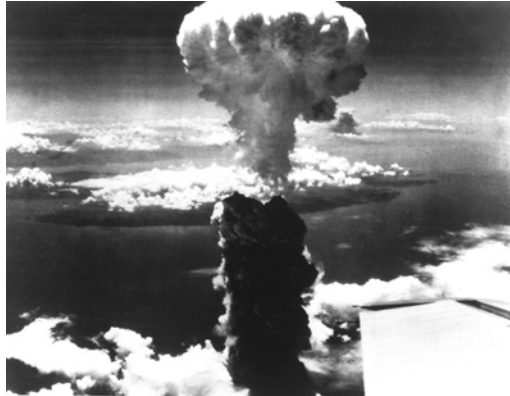
No, Russia will not invade Ukraine

"A large-scale military operation does not fit into Moscow's cost-benefit calculus."

...when diplomacy succeeds



August 6, 1945



August 9, 1945



August 14, 1945



September 1994



November 10, 2010



December 10, 2022



Global Presence: Ambassadors & U.S. Diplomatic and Consular Missions



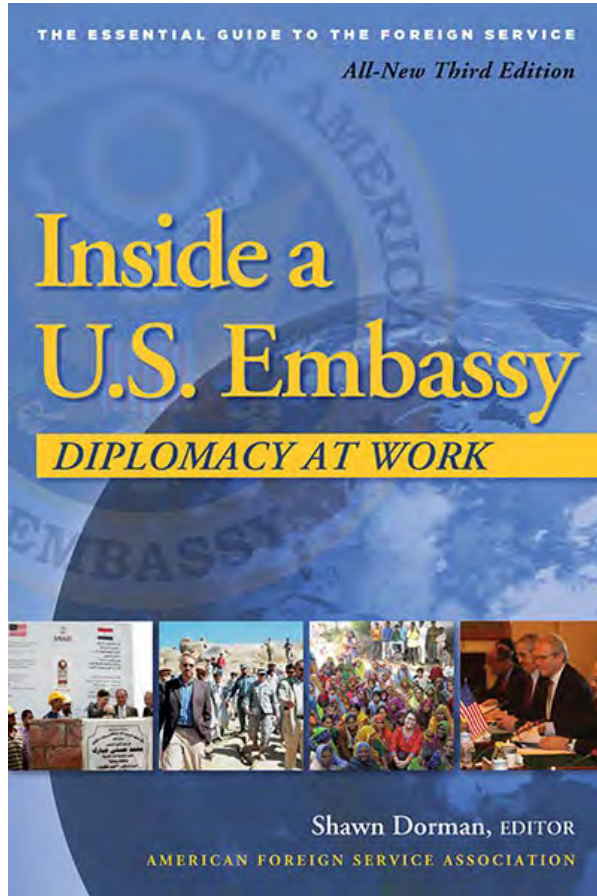
273 **embassies**, consulates, missions, liaison offices, consular agencies in 175 countries

(no relations: Afghanistan, Bhutan, DPRK, Iran, Syria)

(protecting powers/interest sections: Afghanistan (Qatar), Iran (Switzerland), DPRK (Sweden), and Syria (Czechia))

(relations but no presence: Andorra, Comoros, Cook Islands, Dominica, Libya, Liechtenstein, Monaco, Nauru, Niue, San Marino, Saint Kitts/Nevis, Saint Vincent/Grenadines, Sao Tome/Principe, Sudan, Tuvalu)

People: Our Greatest Asset



75,000 employees worldwide

(3% of DOD total workforce)

- 50,000 foreign nationals (FSNs, LES)

- 14,500 Foreign Service:

 - 55% “Generalists”

 - 45% “Specialists”

- 10,000 Civil Service

- 2,368 Family Members

2025-2026:

- 20% employee reduction
- Intake avenues paused

About 15,000 work in the United States



“Chief of Mission”

Ambassador (or Chargé d’affaires, a.i.)

- Extraordinary and Plenipotentiary
- Personal Representative of the President
- POTUS Letter of Instruction
- Chief of Mission (Command) Authority
(all Executive Branch personnel, except those under Combatant Command or assigned to international organizations)

ONE TEAM
ONE MISSION

Amb Edward Dudley (P)



- Liberia (1949-1953)

Amb Eugenie Anderson (P)



- Denmark (1949-1953)
- Bulgaria (1962-1964)

Amb George Kennan (C)



- USSR (1952)
- Yugoslavia (1961-1963)

Amb George Bush (P)



- UN (1971-1973)

Amb Mike Mansfield (P)



- Japan (1977-1988)

Amb Shirley Temple Black (P)



- Ghana (1974-1976)
- Czechoslovakia (1989-1992)

Amb Thomas Pickering (C)



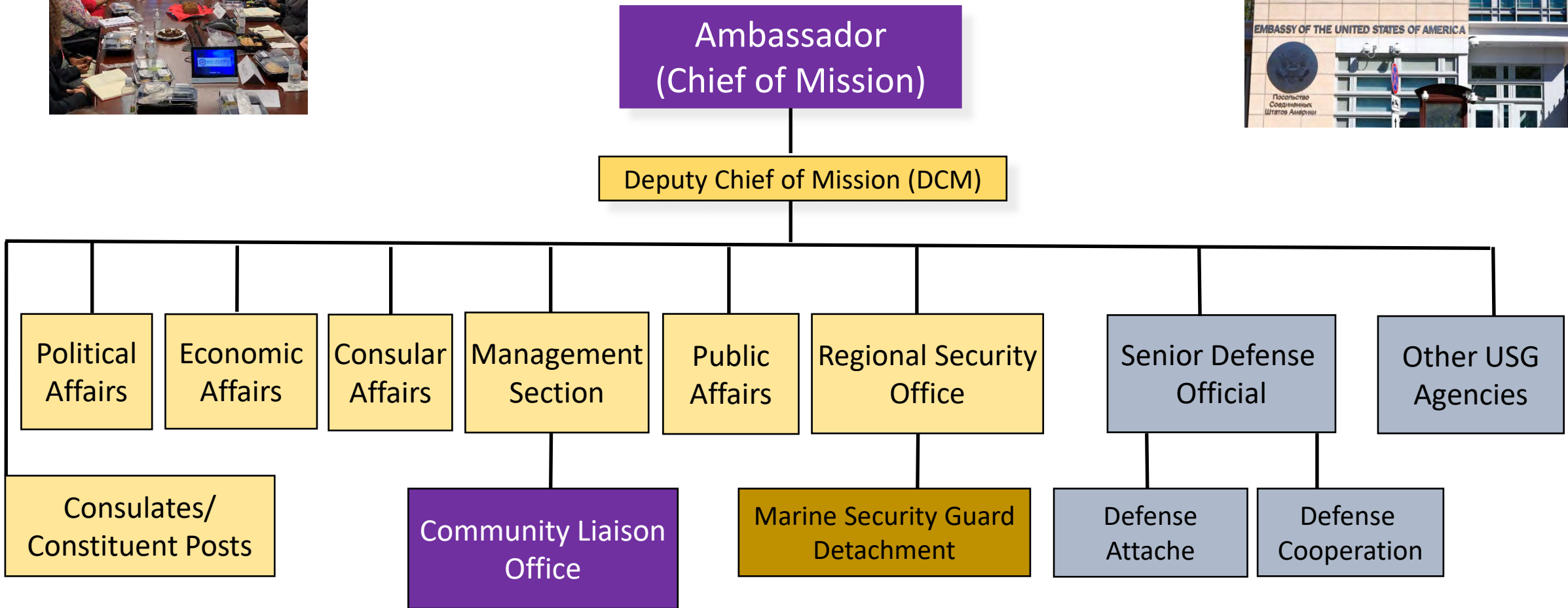
- Jordan, Nigeria, El Salvador, Israel, UN, India, Russia (1974-1996)

Amb Herschal Walker (P)



- Bahamas (2025-present)

U.S. EMBASSY STRUCTURE: THE AMBASSADOR'S COUNTRY TEAM



Practitioners of Diplomacy at U.S. Missions

(under Ambassador's Chief of Mission Authority)



Foreign Affairs Agencies

(Foreign Service Personnel)

- State
- Foreign Commercial Service
- Foreign Agricultural Service

- U.S. Agency for Global Media
- Animal and Plant Health Inspection Service

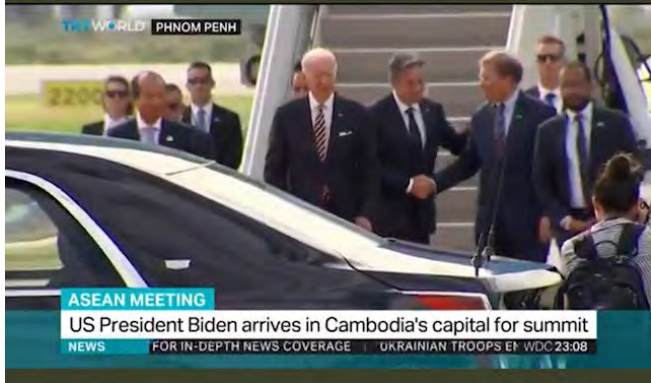
Others (common):

- Centers for Disease Control
- Defense
- Drug Enforcement Agency
- Homeland Security
- Justice
- Marine Corps
- Millennium Challenge
- Peace Corps
- Treasury

Others (less common):

- Battle Monuments Commission
- Energy
- Fish and Wildlife Service
- Internal Revenue Service
- Library of Congress
- NASA
- National Institutes of Health
- Veterans Affairs
- Social Security Administration

Embassies and Outreach



Senior officials



Youth



Cultural Preservation



Trade & Commerce



Environmental Conservation

U.S. Mission Communities



Holidays



Embassy Teams



Staff Recognition



The Chief of Mission Residence (CMR)



Official events



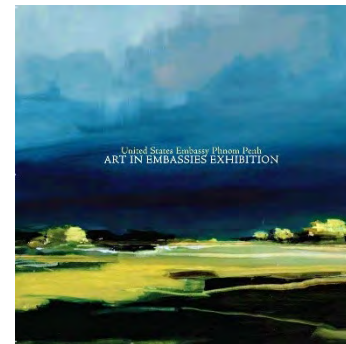
Residence Staff (ORE)



Community events



Art in Embassies





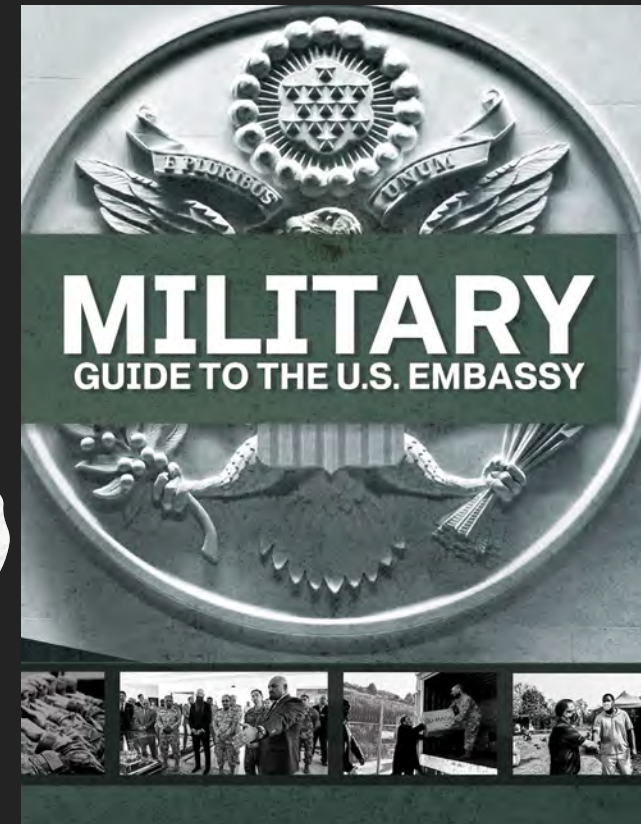
Defense Is From Mars State Is From Venus

Improving Communications and
Promoting National Security



Covering Peacekeeping, Foreign Policy,
and the Character Traits of
Military Officers and Diplomats

Cultural Differences: State & Defense

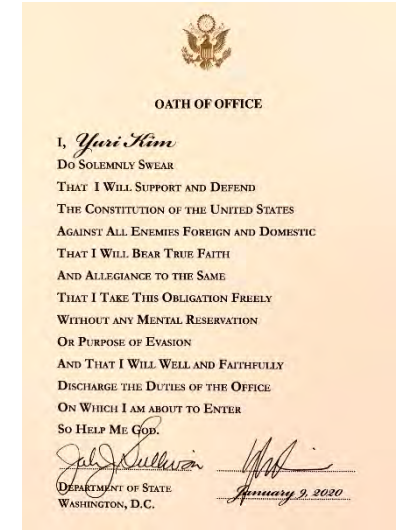


DoD & DOS: What We Share

Duty, Sacrifice, and Service



Oath of Office



Hierarchy: Up or Out



Joint Civ/Mil Diplomacy



Non-Combatant Evacuations
1996 Sierra Leone/Guinea
("Operation Noble Obelisk")



Combat Operations
2009 Ninewa/Kurdistan
("Operation Iraqi Freedom")



Humanitarian Relief
2015 Nepal Earthquake, Thailand Hub
("Joint Task Force-505")



POW/MIA Full Accounting
2019 Papua New Guinea



Humanitarian Demining
2022 Cambodia

Embassies & U.S. Armed Forces



Veterans



MilAir



Promotions



State/Marines (since 1948)



Combatant Commanders



“

IF YOU DON'T FUND THE
STATE DEPARTMENT
FULLY, THEN I NEED TO BUY
MORE AMMUNITION ULTIMATELY.

- Secretary of Defense James Mattis



Comments & Questions