

# SPECIFIC INSTRUMENTS AND TECHNIQUES IN DIPLOMATIC MANAGEMENT

Alexandru, GRĂDINAR  
Academy of Economic Studies, Bucharest

**ABSTRACT:** Diplomatic Management is a specific coordination activity and requires managerial expertise adapted to the particulars of diplomatic activities. The techniques and instruments in diplomatic management are those used in any managerial process of a company, however, we argue that the specificity of diplomatic activities has customized these techniques and instruments, whether in simulation, scenarios, decision matrix, diagnosis or interrogation. The sustainable development of diplomacy will successfully contribute to the improvement of the human resources management.

**Key words:** diplomatic management; diplomatic activities; sustainable development; performance curb; Delphi Method; PERT Method; organizational variables; organizational chart; internal regulations.

## 1. DIPLOMATIC MANAGEMENT TECHNIQUES AND INSTRUMENTS

Like any other economic activity that requires an adequate management, diplomatic activities too are coordinated by a/many manager(s). „Diplomatic managers” are the Minister of Foreign Affairs, ambassadors, general directors etc. Being a field which differs from a company through its specific attributes, diplomatic activity, likewise, requires specific management techniques and instruments. Concepts are not fundamentally different from the “traditional” ones, however, they are applied in the foreign policies’ management of a country and need to be envisaged within the framework of human resources sustainable development to ensure a long-term effect and duration of diplomatic activity.

In the following, a series of diplomatic management techniques and instruments will be described so that the specificity of this type of management activity can be better understood. Their enumeration and descriptions are not intended to be exhaustive; nevertheless, they are apt to outline, by means of employed techniques and instruments, a clearer picture of diplomatic activities management.

1. Simulation of diplomatic activities. These represent the reproduction by models of diplomatic system behaviour or of aspects of the international environment, with a view to enhancing knowledge and increasing credibility towards the real decision – attitudes, reaction, positions, consequences.

Simulation of diplomatic activities plays an important role in the decision-making that influences the diplomatic system. By simulating certain activities one can create an image at an international level apt to facilitate a certain positioning. Simulation considerably reduces the risk of unpredictable results that may occur in the near future.

2. Decision matrix is a table of elements and decisions with a strong repetitive character in international diplomatic practice (Bell, 1971, p. 47). Tactical and operational decisions are made according to articulated goals, outpacing the usual problem-solving process. The decision-maker must analyze possible results of each alternative and opt for the best results.

3. Extrapolation of leadership by means of average pace technique in solutions for diplomatic matters. For short time periods, anticipation of diplomatic relations on the international stage benefits from extrapolation of solution content. A number of quantitative diplomatic situation display both exponential

increase and stagnation at saturation limit. In linear, semi-logarithmic appearance, the exponential curve is represented by a straight line, along which extrapolation is found efficient.

4. Extrapolation of development tendency of diplomatic processes. The general upward or downward trend of a diplomatic phenomenon is based on regression or correlation equations. Regression represents, for example, an aspect of diplomatic nature-joining the European Union- whereas correlation is supplied by the intensity of the relationship between diplomatic events and determining factors. When several factors are considered, expression is by means of a multiple regression function.

Analysis by regression determines formalization of the link between foreseeable diplomatic events and their determining factors. The intensity of the link between foreseeable diplomatic events and their determining factors is underscored by a correlation coefficient. In the diplomatic field, the search for mathematical expressions designed to make wise predictions represents the expressions of modern and complex preoccupations for the objectivity of the field.

5. Extrapolation of diplomatic events by means of performance curb. Performances of diplomatic events change over time. The complexity of a diplomatic matter does not necessarily mean performance; rather, it means difficulty in solution approach.

Diplomatic management is forced to perceive the changing performance, problem and event trend. Diversity in upward trends determines amplitude position shifts on different perception levels, which indicates that extrapolation can be made on a wrap-around curb.

6. The Delphi Method (the experts’ method or the method of iterative investigations). It is used for long term significant fields of international environment and it is an intuitive, group consulting, collaborative estimating or forecasting technique of diplomatic matters. Procedure application phases include investigation preparation and launch, research development itself and evaluation of collected data (Nicolson, 1983, p. 97).

7. Diplomatic comparison method. Diplomatic missions of different countries are operational in the international environment and they display different structures, configurations, infrastructures and resources. More often than not, the individual goals of diplomatic missions are divergent, with the exception of common goals, agreed upon to be reached at the international level. A diplomatic office of a country needs comparison elements apt to identify imbalances

and establish the means to attenuate or eliminate them. Very often, the need for cooperation and coordination becomes essential in the achievement of common or individual goals.

8. Diplomatic scenario method. This is one of the most commonly used expressions in the international diplomatic practice. Decision factors, structures or even groups often formulate scenarios inclusive of facts, events or consequences. The possible future is revealed on both national and international levels and the most feasible and best scenario will be affected.

9. Extension of the PERT method (program Evaluation of Review Technique) in diplomatic activities/CPM – Critical Path Method. This method is an instrument for the administration (planning and control) of big projects with several separate activities which need coordinating. The PERT technique was conceived in order to facilitate decision-making in the planning and control of such a project (Bononi et al, 1997, p 67).

There is a succession of situations, moments and actions in overall diplomatic activity which contribute to solutions for complex diplomatic matters. Identification of these steps, their positioning in the graph and the pursuit of their achievement in a compound way determine the optimization of solution trajectory, facilitating decision-making and reducing duration of the whole process (Nicolson, 1983, p. 125).

10. Meeting (briefing, conference). Solutions for diplomatic matters can be approached by means of identification of ways of counteraction resulting from consensus of opinions, suggestions, observations. Increasing the information level of diplomatic staff determines the realistic foundation of all decisions and actions, and the investigation framework can be the meeting, conference or reunion. Of utmost importance deriving from these kinds of events, are information collection-proposals that are to be practically transposed by means of subsequent diplomatic decisions and actions.

11. Job analysis. Within the Ministry of Foreign Affairs (MAE), regulations regarding internal functioning (ROF) stipulate the obligation of a position description form for each employee, either within the Ministry or for staff on permanent/temporary mission. For embassies, the importance of position description forms is relatively lesser as staff on mission is reduced and hence the need for documents which stipulate the responsibilities of each employee is correspondingly reduced. However, the content of each position description form (loaded with individual objectives, authority, tasks, responsibilities and relation) contributes to a clearer route each team member has in the achievement of mission goals.

12. Examination method of organizational variables. Diplomatic organizational structures are not static, on the international arena; several factors have influenced organizational structures to perfection. Size changes, responsibilities adjustments, outward dispersion of diplomatic mission have been recorded as a result of financial constraints. Diplomatic organizational variables must be permanently looked into and controlled, as their mismatch with the goals to be achieved may impede activities in general.

13. Vertical and horizontal document circulation. In diplomatic activities, horizontal circulation of documents (Co) is significantly more reduced than the vertical one (Cv):

$$Cv > Co$$

This is a result of the frequently confidential nature of circulated document as well as of the necessity to increase bottom-up information speed (from embassy to MAE, ministries, Government, President Administration).

14. Relations Diagram. The technique of relations representation is critical in diplomatic work. Relations and information work is essential. Periodically, the analysis of relational stage achieved by the Ministry, MAE Central Division and embassies is performed. Within all diplomatic structure, a professional relations diagram is drafted, clarifying responsibilities and specific tasks and adjusting subordination relations. In the case of diplomatic missions, ever more connections at an ever more representative level are required. The ambassador and the mission's diplomats are encouraged to initiate and maintain relations with their counterparts and representatives of the country where they carry out their activities. The diagram of these relations is open-ended. These relations are acknowledged in the framework of control and knowledge of international diplomatic processes.

15. Responsibilities diagram. Diplomatic information flux must have a simplified and systemized configuration. Such a situation determines clearer organizational relations. Contribution of diplomatic staff and structure departments to diplomatic solutions or complex assignments in the field depends on responsibilities allocations and delegations, which can be listed in a table. The method of reflecting responsibilities and tasks in a diagram is useful to top diplomatic managers for allocation of human resources on the corresponding diplomatic structure.

16. Organizational chart (*Organigram*). Government decisions (*organigram* up to general divisions), by Minister's order more exactly, the Ministry of Foreign Affairs Head Division is structured on an organizational chart reflective of organizational complexity. Knowledge and analysis of organizational structure are best facilitated by graphic representation.

17. *Orlogram* (Gâf-Deac, Gâf-Deac, 2001, p. 211). The concept reflects the graphic registration of diplomatic organizational structure, namely departments, alignment, subordination or inclusion of functional substructures. Organizational structures are not static, they must reject rigidity.

18. Internal regulation (ROF). MAE administrative structure includes central administration and external diplomatic division. Both entities are subordinated to the Minister of Foreign Affairs' authority, control and leadership. Within ROF, fundamental elements which define MAE as state body with responsibilities in foreign affairs are mentioned. MAE competence and responsibilities as well as MAE leaders' responsibilities are to be found in the following:

- Protect and promote national interests abroad;
- Ensures promotion of country's interests in international organizations and structures;
- Ensures, by means of foreign policies, consolidation of national state and projection of real image of the country worldwide;
- Participation in the elaboration of Government Program (in the field of foreign affairs);
- Maintains contacts with ministers of foreign affairs of other countries;
- Contributes to pro-active promotion of country participation to international level;

- Elaborates documents and positions regarding foreign relations events: Examines and signals the evolution of international life, upcoming trends and formulates strategies on this basis;
- Protects national interests and citizens' rights abroad;
- Formulates and initiates steps to be taken in negotiation of international treaties signed on behalf of the country.

The internal regulations (ROF) include other specifications which regulate the relations of the Ministry of Foreign Affairs (MAE) with national and international institutions and bodies. The organization, structure and leadership of foreign diplomatic division, as well as the responsibilities of diplomatic mission and consular office staff including aspects regarding human resources administration, complete the general action framework of subjects involved in transposing into practice of foreign policy content. Managing by means of ROF, as diplomatic instrument, represents the positioning of employees and tasks, within realistically defined limits, as positions of clear availability for action and control.

19. Activity agenda of diplomatic leaders. Working time of leaders is usually rationalized. Current, immediate or perspective planning includes time-framed activities and needed logistics. Activity agenda consists of:

- The imposed part – objectively activities fixed, in which the diplomatic manager must get involved in, such as: presentation of credentials by ambassadors, participation in the annual Reunion of Romanian diplomacy.
- The routine part (regular) – current activities which, by means of their results, make up the desired context. These can be: participation of ambassadors in national days' celebration ceremonies of various states, participation in several conferences, seminars, roundtables.
- The random part – activities which appear during diplomatic work, such as: organization of cultural activities, solution for several consular issues.

20. Manager's switchboard in the diplomatic field. Detailed and operative briefing of diplomatic managers represents the basis for decision-making in the field. The switchboard, as managing technique, represents a means for rationalization of diplomatic informational subsystem. The switchboard's main functions are: indication, evaluation-diagnosis, elimination of negative elements and generalization of desired diplomatic aspects.

Amplification of decision-making results from the usage of several selected criteria (adequate) for assessment of processes at the international level. To this purpose, the switchboard information contributes significantly.

21. Connections Grid of goals-activities-diplomatic structure (Boldur, 1969, p. 101). Identification and understanding of main connections between diplomatic structure, goals and activities to be currently achieved are apt to inform mission heads about diplomatic and strategic foreign policy requirements. In practice, late coming information or lack of update of foreign diplomatic staff on goals and base organizational structure causes confusion, reserve and incomplete commitment to the solving of diplomatic matters.

22. Thorough research of diplomatic issues. Any diplomatic problem can be subject to research (in view of obtaining solution) by means of a general approach (brainstorming), however, it can be further divided into sub-issues which can facilitate these solutions.

Leaving out unsolved aspects of the main problem is not always crucial in the final success of diplomatic solutions. Solutions for aspects which can render the matter acceptable for the time being are possible in the achievement of diplomatic goals. Specialized help can be further requested from diplomatic staff members who are experienced and knowledgeable in solving such sequences.

23. Diagnosis of diplomatic activities and matters. The procedure consists in identification of strong and weak points of the diplomatic field in point, underscoring its causes and formulating correction and sustainable development recommendations. Diagnosing of diplomatic system is maximally important from stage to stage, when an evaluation of feasibility and viability is achieved. Particularly, an update of foreign policy strategies and ways of action makes the examination of structure, systematization of dysfunctions and planning of remedies become paramount.

## 2. CONCLUSIONS

By way of conclusion, only a sustainable development of all techniques and instruments specific to diplomatic management will lead to progress of diplomatic core strategy and ensure a balance in the social-economic system. Present needs will be thus looped to future possibilities with no immediate effects caused by any disconnected application of the same instruments. Sustainable development management will allow for a stable theoretical framework for decision-making in any human/environment ideally balanced activity.

The aforementioned instruments, pertaining to a larger set of means for diplomatic activities administration, are apt to facilitate decision-making and contribute to the sustainable development of all diplomatic decision-making processes. Whether it is about stimulation diplomatic activities or internal regulations of MFA, these instruments offer a general outline of the theoretical background which is the foundation of the evolution of diplomacy, of the human resources management in the field and its administration by its leaders.

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