

## Preface

*Career Diplomacy: Life and Work in the U.S. Foreign Service* began as a gleam in a general's eye. In 2005 retired U.S. Army general John R. Galvin joined the policy committee of the Una Chapman Cox Foundation, a private foundation dedicated to a strong, professional foreign service. General Galvin, a soldier-diplomat who had commanded allied forces in Europe and had served as dean of the Fletcher School of Law and Diplomacy, wondered out loud whether the foreign service had a book that would guide him through the basics. There is no such book, he was told. "Well, there should be," he said, and Tony Gillespie, another member of the committee, agreed. The Cox Foundation provided some seed money, Ambassador Gillespie recruited former foreign service officer Harry Kopp to work with him on the project, and the result is in these pages.

Whether America's diplomacy succeeds or fails depends to a large extent on its foreign service professionals. *Career Diplomacy* describes the foreign service as an institution, a profession, and a career. It provides a full and rounded picture of the organization, its place in history, its strengths and weaknesses, and its role in American foreign affairs. It is not a polemic. The authors have (mostly) resisted the temptation to tell the world what is wrong and how to set it right.

Readers of this book will come to understand who America's professional diplomats are, the behavior and achievements they reward, and the culture in which they operate. If you are in, or interested in, the service, *Career Diplomacy* will teach you things you did not know. If you are thinking about joining the service, this book will help you make a wise decision.

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