

PARTICULARLY IN THE ABSENCE OF LINKAGE, DRAMATIC OR
DECISIVE RESOLUTION OF CONFLICT WAS NOT GOING TO BE
AVAILABLE. MANY ISSUES TOOK YEARS TO RESOLVE.

THIS WENT TOGETHER WITH RULE 2. NO PUBLIC
DIPLOMACY. THIS WAS ONE OF THE CARDINAL TENETS OF
THE MERCHANT-HEENEY REPORT--DON'T GO PUBLIC ON YOUR
SIDE OF THE CONFLICT. KEEP THE LID ON. TALK TO EACH
OTHER BUT NOT TO THE PRESS.

RULE 6. NO CENTRAL BUREAUCRATIC CONTROL OVER THE
RELATIONSHIP. IT WASN'T REALLY NECESSARY; LINKAGE
WAS AVOIDED, THE ISSUES WERE RESOLVED OVER TIME ON
THEIR SELF-CONTAINED MERITS, AND DEALT WITH FROM THEIR
FUNCTIONAL AND SPECIFIC STANDPOINTS, DIRECTLY AND
WITHOUT POLITICAL INTERMEDIATION, OFTEN FROM BUREAU-
CRATIC LOCATIONS FAR FROM THE CENTER OF POLITICAL
DECISION-MAKING.

RULE 7 ALSO FOLLOWED: THERE WAS NO "US POLICY" IN
CANADIAN FOREIGN POLICY, AND NO "CANADIAN POLICY" IN
THE STATE DEPARTMENT. WE EACH MANAGED SEPARATELY THE
FUNCTIONAL POLICIES WHICH IN THE AGGREGATE ADDED UP
TO THE POLICY TOWARD THE OTHER COUNTRY. BUT THE
AGGREGATE WAS NEVER REALLY MOUNTED FOR SHARE BY