

Now the new structure undoubtedly opens up to other departments and agencies greater possibilities and, I believe, very important and welcome opportunities, of bringing their views to bear on the development of policies in the foreign, aid, and defence policy sector than have existed heretofore. In that sense, External Affairs' views and attitudes and recommendations do and will come under greater scrutiny from outside and can be influenced accordingly. But the new structure also provides new opportunities for coordination and leadership, particularly through the actions and advice of the individual officers of External Affairs directly concerned. They, like those officers involved with the Economic Summit, must think and act in terms of the Government's interests as a whole and not just of one department. They must try and take such an approach towards all issues dealt with in the sector -- an overall sectoral approach -- and bear in mind that perspective at all times. In terms of consultation and the reconciliation of conflicting viewpoints, External Affairs must set an example, not only because its traditional diplomatic role has conditioned it to do this but because the new interdepartmental system actually requires it.

The substantive aspect of these new opportunities is very important. Those who would lead need not be specialists but they must be knowledgeable. The ideal is a generalist who, given the inclination and the time, has thoroughly mastered the essentials of subjects of wide interdepartmental and government interest.

The current preoccupation with the North-South Dialogue, from the Prime Minister on down, gives a very good illustration of what I mean. As we prepare for a possible North-South Summit, as we prepare for the Economic Summit and for a Commonwealth Heads of Government Meeting, all of which involve a enormous amount of energy, time and briefing, and a heavy round of preliminary meetings, it is crucial that the officers of External Affairs be able to deal in a highly intelligent and effective way with all the subjects embraced in the term North-South Dialogue. Leadership in a substantive sense must mean convincing others that we know what we're talking about and can do more than initiate a discussion -- that we can see it through, that we can lead and interrelate the parts.