

Background Only

Marshall GREEN. Office talk. Aug. 28, 1969

Very high on Rogers (which is why McCloskey urged talking to him). Why? Claims he is open minded, no frozen positions, very good questioner, operates by "intuition" which serves him well even though he lacks experience. "He draws people out." No "grim" posture as predecessors had; has good sense of humor; is non-doctrinaire. This may be abrasive for some people, but I like it, and it went down well with leaders in Asia. He did best job of drawing out Chiang Kai-shek that anyone could do.

Does he know the background? Marshall started to say yes, and I looked at him, and then he conceded well, alright, he does lack the background and I imagine he does ~~sometimes~~ resent fact that other people have the background which he lacks. But he makes up for it in style, and style is vitally important. We have always been too grim ~~to~~ about Asia; we have acted as if nothing has changed since the Dulles era. We have been frozen on all kinds of things, passports, trade, etc. And Rogers comes along with a fresh look like a breath of fresh air. There are plenty of people who know the details for him to draw on.

One thing about him, he doesn't want to be told anything twice. He resents that and tells you so. Also, if he gets conflicting accounts, he wants to know why.

State-White House relationship: Sure Kissinger is very bright and able. But its wrong to call it "the Kissinger shop." X It's "the Nixon shop." Nixon regards himself as quite an authority on Asia. You can be sure Kissinger is doing nothing that Nixon doesn't want done. Nixon is making foreign policy. If the State Department is going to be "a service organization," why not? What's wrong with that?

Sure there are some irritations. This sweeping demand for NSC papers. But we're in the process of resolving that problem; it will be solved soon.

Every Secretary of State operates somewhat differently, and every President operates somewhat differently. Relations on the Seventh floor are better now than I've ever seen them. You know what it has been in the past. When Harriman was up there he'd make his mind up about something and no one could budge him. He had his able qualities of course. Then there was Bowles for a while, and others...you know how it was. Now the Seventh floor is acting in harmony; you can feel that in the dept.

(In an aside on Dulles): Dulles used to sit there, with the Joint Chiefs and others, and make major decisions, and then reach over, telephone Eisenhower, and ask if he had any objections. Eisenhower would say, "No, of course not, Foster. But don't you think you are working too hard? When are you going to take a vacation."

G. noted that Western White House operation with its time factor has required unusual switch to doing most State-W.House business in the afternoons, instead of mornings.

Marder



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