

WEBVTT

00:00:07.237 --> 00:00:20.937

<v SPEAKER_1>Hello and welcome to Energy Security Cubed, Canada's foremost energy geo-strategy podcast, where we explore the factors shaping energy and economic security in Canada and around the world.

00:00:21.457 --> 00:00:27.997

<v SPEAKER_1>I'm Joe Calnan, Vice President, Energy and Calgary Operations at the Canadian Global Affairs Institute.

00:00:35.480 --> 00:00:52.360

<v SPEAKER_1>For today's interview, recorded May 25th, 2026, we talk about the recently released discussion paper from the Government of Canada titled Getting Major Projects Built in Canada, and whether these changes will bring about a shift change for investment in Canada.

00:00:52.920 --> 00:00:56.180

<v SPEAKER_1>With us to discuss this is Bahman Radnejad.

00:00:56.560 --> 00:01:12.660

<v SPEAKER_1>Bahman is a CGAI Fellow, Chair and Associate Professor of Innovation and Marketing at Mount Royal University, and Co-Author of a recent article for The Conversation, titled Beyond Regulation, Why Committed Leadership Will Decide Canada's Energy Future.

00:01:12.800 --> 00:01:15.920

<v SPEAKER_1>I'll link this excellent article on the show notes.

00:01:16.400 --> 00:01:19.340

<v SPEAKER_1>But absolutely fantastic to have you on the podcast, Bahman.

00:01:19.500 --> 00:01:21.700

<v SPEAKER_1>I believe this is the first time, but it won't be the last.

00:01:22.080 --> 00:01:24.320

<v SPEAKER_2>Yes, I hopefully it won't be the last one.

00:01:24.320 --> 00:01:25.940

<v SPEAKER_2>Yeah.

00:01:27.240 --> 00:01:31.800

<v SPEAKER_1>To start off, I think we should get into, of course, this discussion paper.

00:01:31.860 --> 00:01:38.840

<v SPEAKER_1>You co-wrote it with another professor, I believe down at

University of Lethbridge, Brenda Nian.

00:01:39.340 --> 00:01:44.160

<v SPEAKER_1>I'd like to just dig into what caused you and Brenda to decide to write this article.

00:01:44.820 --> 00:01:45.280

<v SPEAKER_1>Yeah.

00:01:45.800 --> 00:01:46.620

<v SPEAKER_2>Good point.

00:01:47.520 --> 00:01:58.720

<v SPEAKER_2>I read the discussion paper and then I was surprisingly happy about it.

00:01:58.880 --> 00:02:00.300

<v SPEAKER_2>I like it positive.

00:02:00.300 --> 00:02:00.880

<v SPEAKER_2>I like it.

00:02:01.140 --> 00:02:05.500

<v SPEAKER_2>I found it a step forward and a step in a wrong right direction.

00:02:05.500 --> 00:02:10.800

<v SPEAKER_2>Finally, after 10, 11 years of a different kind of policies.

00:02:10.800 --> 00:02:21.560

<v SPEAKER_2>But then I took my time and I started to deliberate more and more on the what the discussion paper wants to achieve.

00:02:21.940 --> 00:02:25.640

<v SPEAKER_2>Then I realized that this is a good steps.

00:02:25.640 --> 00:02:33.860

<v SPEAKER_2>I don't want to undermine the effort, but the government actually went for the lowest hanging fruit possible.

00:02:35.320 --> 00:02:39.240

<v SPEAKER_2>Addresses some policy issues that are good to address.

00:02:39.240 --> 00:02:44.380

<v SPEAKER_2>But I found two major problem with this article.

00:02:45.180 --> 00:02:54.460

<v SPEAKER_2>The first one is the fundamental issues that have stopped us to build anything of significant in Canada in last years.

00:02:55.580 --> 00:03:05.520

<v SPEAKER_2>And that is a constitutional and fundamental federalism issues that we have in Canada.

00:03:07.040 --> 00:03:15.240

<v SPEAKER_2>That said, I knew, I know that that is not easily resolvable and not easily addressable.

00:03:15.240 --> 00:03:25.540

<v SPEAKER_2>And I do not see a major movement across Canada for reform in constitution or go for that as much as some of the premiers wants that.

00:03:25.540 --> 00:03:32.840

<v SPEAKER_2>But I do not believe there is a momentum to go that fundamentally and change things fundamentally.

00:03:32.840 --> 00:03:35.480

<v SPEAKER_2>So that was kind of okay.

00:03:35.840 --> 00:03:51.220

<v SPEAKER_2>But then the second problem that I faced when I was reading the discussion paper was overemphasizing policy and not actually thinking about the rule of leadership in this.

00:03:51.840 --> 00:04:02.940

<v SPEAKER_2>So I started to talk with my co-authors, Bronda, who is a leadership and organizational behavior professor at the University of Leftbridge, about this, that this policy needs a leadership behind of it.

00:04:04.080 --> 00:04:11.460

<v SPEAKER_2>Is there a will behind of this policy, this new reform in policy to make things happens?

00:04:11.540 --> 00:04:20.680

<v SPEAKER_2>Then through the conversation with Bronda, I realized that the right question is not whether there is a leaders have the will.

00:04:21.500 --> 00:04:38.120

<v SPEAKER_2>The correct question is that whether we have a character leader, a system level thinking leader, who can sustain their vision under the pressure and make things happen.

00:04:38.280 --> 00:04:44.220

<v SPEAKER_2>So that's how I ended up to write this article at the conversation.

00:04:44.220 --> 00:04:47.960

<v SPEAKER_2>First, acknowledging first is a good step forward.

00:04:48.100 --> 00:04:59.620

<v SPEAKER_2>Second, there are some fundamental issues that the solution of it maybe is very complicated and maybe beyond the control of the one single government.

00:04:59.620 --> 00:05:07.100

<v SPEAKER_2>And the third, so acknowledging that challenges, what is the solution moving forward and the solution is a leadership.

00:05:07.320 --> 00:05:10.820

<v SPEAKER_2>And Brando and I sat and wrote that piece.

00:05:11.420 --> 00:05:12.380

<v SPEAKER_1>Yeah, fantastic.

00:05:12.380 --> 00:05:28.580

<v SPEAKER_1>Yeah, and I think that there is quite a lot of discussion about kind of the culture change aspect and how that leadership disseminates along around all of these huge bureaucracies in Ottawa and further across Canada.

00:05:28.680 --> 00:05:34.560

<v SPEAKER_1>I think that this change in leadership from the Trudeau era to the Carney era, it's a huge shift.

00:05:34.900 --> 00:05:38.180

<v SPEAKER_1>And the question is like whether that's percolating completely.

00:05:39.040 --> 00:05:41.020

<v SPEAKER_1>And we'll dig a bit more into that later.

00:05:41.020 --> 00:05:46.880

<v SPEAKER_2>Yeah, we're going to talk about the leadership and how and what is my perspective of a leader character.

00:05:47.060 --> 00:05:51.960

<v SPEAKER_2>It's 11 virtues that it's out there and called leader character.

00:05:52.120 --> 00:05:55.320

<v SPEAKER_2>I'm going to suggest you a book to read later about it.

00:05:55.320 --> 00:06:03.780

<v SPEAKER_2>But yes, it's about that 11 virtues a leader needs to have to be able to have a proper judgment.

00:06:04.060 --> 00:06:05.060
<v SPEAKER_1>Okay, fantastic.

00:06:05.260 --> 00:06:17.220
<v SPEAKER_1>But we should first talk about the problem that needs to be solved through this leadership and that's really the regulatory regime or overall the problem with building major infrastructure in Canada.

00:06:17.500 --> 00:06:25.880
<v SPEAKER_1>Your article argues that just this focus on the policy, just regulatory regime, this is one of several important barriers to Canada's infrastructure.

00:06:26.600 --> 00:06:34.280
<v SPEAKER_1>You highlight several other barriers, like you said, Canada's constitution, federalism and bureaucratic inertia, all of these kind of contribute to it.

00:06:35.260 --> 00:06:43.980
<v SPEAKER_1>But what is your sense of the overall impact that these combined factors have had on business confidence for investing in Canadian major projects?

00:06:44.360 --> 00:06:46.280
<v SPEAKER_2>Yeah, that's a very good question.

00:06:46.280 --> 00:06:59.140
<v SPEAKER_2>If we look at the last 15 years of what's happening in Canada, we have technically lots of projects that didn't go anywhere.

00:06:59.160 --> 00:07:07.420
<v SPEAKER_2>Energy East, Northern Gateway, Keystone Excel, Pacific Northwest LNG, Prince Rupert LNG, that is now dormant for years.

00:07:07.520 --> 00:07:11.160
<v SPEAKER_2>All of these projects didn't go anywhere.

00:07:11.160 --> 00:07:12.860
<v SPEAKER_2>Not that we didn't do anything.

00:07:13.760 --> 00:07:20.980
<v SPEAKER_2>We did build TMX after lots of back and forth and over-budgets and over time.

00:07:21.820 --> 00:07:25.680
<v SPEAKER_2>So we are facing an issue on policy-wise.

00:07:25.920 --> 00:07:51.440
<v SPEAKER_2>And what is the effect on the business world is, as you

mentioned, decreasing the predictability of our process, decreasing the speed significantly, and confidence in how the Canadian system works and whether the Canadian regulatory system is behind of the future investments in any sector, not necessarily only energy sectors.

00:07:51.440 --> 00:07:53.940

<v SPEAKER_2>We haven't built big things for years.

00:07:54.740 --> 00:07:57.040

<v SPEAKER_2>So, we need to think about it.

00:07:57.040 --> 00:08:07.060

<v SPEAKER_2>There are lots of issues that we can talk about it, how and we're going to talk about consultations, social license to operate, which is very interesting.

00:08:07.060 --> 00:08:15.220

<v SPEAKER_2>I have personally published papers on social license to operate, but then it went beyond what it's supposed to be.

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<v SPEAKER_2>It became a political force.

00:08:17.760 --> 00:08:25.600

<v SPEAKER_2>And we should keep in mind that social license to operate, there's no precise legal definition for us.

00:08:25.600 --> 00:08:38.680

<v SPEAKER_2>So the thing that we created, some of the things that we created in Canada, it's been beyond the intentions and now becoming political forces that delay, stops things.

00:08:38.860 --> 00:08:51.620

<v SPEAKER_2>So no question, we need to get back on a and think again about what we are achieving here and what do we want to achieve.

00:08:52.220 --> 00:08:52.520

<v SPEAKER_1>Yeah.

00:08:52.520 --> 00:08:56.020

<v SPEAKER_1>I believe that there's no precise legal definition.

00:08:56.020 --> 00:09:14.280

<v SPEAKER_1>Of course, it's all in there, but something like meaningful consultation is also very much case-by-case basis and very much specific to the nation, what they want and what they think gets them over the line, and what the judge thinks gets them over the line.

00:09:14.800 --> 00:09:17.480

<v SPEAKER_1>There's a ton of different moving pieces there.

00:09:17.980 --> 00:09:19.460

<v SPEAKER_1>But we're not going to get too deep into that.

00:09:19.620 --> 00:09:24.200

<v SPEAKER_1>We need to bring on a constitutional scholar of some kind to really get into that.

00:09:24.200 --> 00:09:51.880

<v SPEAKER_1>But overall, taking the perspective of, let's say, big shareholders in some of these companies, or taking the perspective of management in the interface with their shareholders, when they're deciding on what sort of project to invest in, you really got to, I know that saying you got to feel for executives, maybe a lot of people make fun of me for saying that, you got to feel bad for these high paid executives.

00:09:51.880 --> 00:09:58.460

<v SPEAKER_1>But these are high stakes decisions that can have a huge impact on their careers.

00:09:58.880 --> 00:09:59.740

<v SPEAKER_1>Yeah.

00:09:59.740 --> 00:10:00.400

<v SPEAKER_2>No question.

00:10:00.400 --> 00:10:00.760

<v SPEAKER_1>Yeah.

00:10:01.280 --> 00:10:08.820

<v SPEAKER_1>So let's turn to a consideration that you brought up beforehand, and really digging deep into this, and that's the Canadian federalism question.

00:10:09.140 --> 00:10:13.400

<v SPEAKER_1>Basically, the relationship and the powers of the federal government and the provinces.

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<v SPEAKER_1>There have been growing questions about the nature of the federal government's relationship with the provinces for years.

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<v SPEAKER_1>I'd say that this has been a long running issue in Canadian federalism.

00:10:25.060 --> 00:10:34.860

<v SPEAKER_1>There were the original fights between, of course, government of Alberta and the federal government over the addition of

these new provinces and what sort of powers they would have.

00:10:34.860 --> 00:10:41.900

<v SPEAKER_1>Originally, the government of Alberta wasn't given the same sort of jurisdiction over resources as the other provinces were.

00:10:42.240 --> 00:10:46.460

<v SPEAKER_1>Alberta and Saskatchewan weren't given those powers and it was a fight to get those.

00:10:47.180 --> 00:10:59.260

<v SPEAKER_1>But overall, there's all of these questions about regulatory jurisdiction over major projects over natural resources that have been playing out for decades.

00:10:59.680 --> 00:11:02.980

<v SPEAKER_1>But I'd like to get your views on this.

00:11:03.140 --> 00:11:11.680

<v SPEAKER_1>What do you see as some of the major conflicts that could arise from these federal provincial tensions even as the federal government tries to simplify things?

00:11:12.140 --> 00:11:16.200

<v SPEAKER_2>Yeah, it's a very good point about this tension.

00:11:16.540 --> 00:11:21.480

<v SPEAKER_2>We pointed out in our articles that there is this tension.

00:11:21.480 --> 00:11:33.880

<v SPEAKER_2>So one thing we want to understand is the overlapping of the federal jurisdiction on province dependency.

00:11:34.360 --> 00:11:36.000

<v SPEAKER_2>These are overlapping.

00:11:36.040 --> 00:11:42.500

<v SPEAKER_2>In the one side of our constitution, we are talking about that provinces have a right to develop their resources.

00:11:42.560 --> 00:12:03.680

<v SPEAKER_2>On the other side, we look at the federal government, which will have bigger pictures of now you have a right to develop your resources, but I'm going to help you to get that resources to the market, the trade corridors, the pipelines, or how you get your resources out of the ground with environmental regulations.

00:12:03.680 --> 00:12:13.120

<v SPEAKER_2>So the problem is that sometimes these two are becoming

overlapping of each other's, and then the old question coming that who is going to make the final call.

00:12:15.060 --> 00:12:16.020

<v SPEAKER_2>That's one part of it.

00:12:16.020 --> 00:12:23.980

<v SPEAKER_2>The other part of it is the governments, we are facing two levels of governments with two very different mandates.

00:12:24.260 --> 00:12:43.760

<v SPEAKER_2>We have federal government that sees the nation's interest, looks at the world and the status of the world, our alliances, our partners, our working relationship with our closest ally like America.

00:12:43.960 --> 00:12:48.680

<v SPEAKER_2>They are thinking about COSMA negotiation and all of this in a very big picture.

00:12:49.900 --> 00:12:51.580

<v SPEAKER_2>What is happening in the world?

00:12:51.620 --> 00:12:57.940

<v SPEAKER_2>Then we have the second layer of government, which is the provincial, that they are mandated to think about local issues.

00:12:58.140 --> 00:13:03.620

<v SPEAKER_2>Yes, they have all the premiers get together and create a team, Canada and all of this, which is good.

00:13:03.820 --> 00:13:14.360

<v SPEAKER_2>But at the end of the day, let's be honest, the premier, responsible first coming to serve the people of that province.

00:13:14.880 --> 00:13:17.320

<v SPEAKER_2>So they need to think about the local jobs.

00:13:17.320 --> 00:13:19.660

<v SPEAKER_2>They think about the local politics.

00:13:21.120 --> 00:13:30.100

<v SPEAKER_2>We have Premier Abed in BC, which is coming from a more environmentalist side of the spectrum.

00:13:30.100 --> 00:13:49.560

<v SPEAKER_2>So he thinks about his own elections and his coming election, all of his promise that he gave to this local situation, while we have the federal government that needs to think beyond those local problems and needs to think about creating a coherent strategy.

00:13:49.700 --> 00:14:19.720

<v SPEAKER_2>We have now this problem, this challenge between BC and Alberta and federal governments, these triangles and each of these provinces are trying to push their own agenda very well and there is no criticize on how Premier Smith or Premier of the BC are looking at the problem and how each of them are pushing their own projects.

00:14:20.260 --> 00:14:21.600

<v SPEAKER_2>That's their mandates.

00:14:21.660 --> 00:14:24.240

<v SPEAKER_2>I think they are doing what they are mandated to.

00:14:24.420 --> 00:14:26.440

<v SPEAKER_2>But now comes back to the leadership.

00:14:26.780 --> 00:14:28.980

<v SPEAKER_2>Which we are going to talk about it later on.

00:14:28.980 --> 00:14:56.600

<v SPEAKER_2>How this triangle of leadership, how the Canadian government, a federal government can by a proper leadership can put people, acknowledge this different overlapping of the authority and policy between the federal government and provincial autonomy and push the projects that actually in the long term benefits the entire Canada world, rather than just only thinking locally.

00:14:56.920 --> 00:15:01.240

<v SPEAKER_2>So this is the first step and goes back to the topic of the leadership.

00:15:01.240 --> 00:15:05.440

<v SPEAKER_2>The first, the same thing, I want to touch the consultation process.

00:15:07.020 --> 00:15:26.740

<v SPEAKER_2>And this unification that centralizations that the policy, the paper is suggesting to create one system, one centralized, one process for the consultation with First Nations and Aboriginal communities.

00:15:28.120 --> 00:15:31.520

<v SPEAKER_2>That is also another thing that comes back to the leadership.

00:15:32.160 --> 00:15:47.720

<v SPEAKER_2>I don't know if that was one of your questions or not, but I want to also check on that because that is an interesting point about how this consultation process is moving to become centralized in

one place.

00:15:48.500 --> 00:16:01.820

<v SPEAKER_2>Again, that's also going back to the leadership, but let me just explain to you how that can be beneficial and also can also potentially slow down the process.

00:16:02.240 --> 00:16:15.860

<v SPEAKER_2>So, when you are doing the standardizations and bringing everything under one process, it's positive because you are, everyone can acknowledge that you are facing a fragmented system.

00:16:16.780 --> 00:16:22.040

<v SPEAKER_2>So, standardizing that system and bring it to the centralizing it, it's positive.

00:16:22.680 --> 00:16:33.880

<v SPEAKER_2>You are reducing those fragmented consultation all around the place, and you tell investors and the communities that it's the one process, let's everyone go through the one process.

00:16:34.160 --> 00:16:38.560

<v SPEAKER_2>So, in theory, it can create efficiency.

00:16:39.220 --> 00:16:42.800

<v SPEAKER_2>But how about in practice, it can create some problems.

00:16:42.800 --> 00:17:01.240

<v SPEAKER_2>First, when you are centralized all of your consultations, the problems become that you are actually adding to bureaucracy and adding the different layers in this one process, because you want to cover everything, all those fragmented processes.

00:17:01.440 --> 00:17:07.280

<v SPEAKER_2>Now, you want to bring it in a one-lane and bring everyone in a one point.

00:17:07.300 --> 00:17:09.060

<v SPEAKER_2>So, that creates the layers.

00:17:09.060 --> 00:17:17.060

<v SPEAKER_2>That creates by itself potentially very barrier by bureaucracy that people have to go through it.

00:17:17.440 --> 00:17:23.500

<v SPEAKER_2>Other problem is that when you are centralized systems, you take away local autonomy.

00:17:25.360 --> 00:17:32.160

<v SPEAKER_2>What we do not understand that indigenous community are

not monolithic.

00:17:32.760 --> 00:17:47.320

<v SPEAKER_2>They are variety of nations, variety of treaties, variety of people in a different provinces, going back to your province and federal issues, different provinces having different experiences with the provinces.

00:17:47.500 --> 00:17:55.500

<v SPEAKER_2>Now, when you are centralizing the process, you can and you may undermine that local flexibility.

00:17:56.620 --> 00:18:01.140

<v SPEAKER_2>But that all said, it's not the issue.

00:18:01.620 --> 00:18:12.200

<v SPEAKER_2>Because no court has rejected or has stopped any project because of the lack of or wrong place of in consultation or lack of consultations.

00:18:12.460 --> 00:18:32.200

<v SPEAKER_2>Whenever the court system stopped anything, was because of the other reasons like late starting very late, predetermined outcome, not considering the local people, not doing enough, what that enough means.

00:18:32.200 --> 00:18:33.400

<v SPEAKER_2>But all of those things.

00:18:33.400 --> 00:18:38.300

<v SPEAKER_2>So it was never about doing it, it was about how to do this.

00:18:38.640 --> 00:18:40.800

<v SPEAKER_2>Again, goes back to the leadership.

00:18:41.040 --> 00:18:48.320

<v SPEAKER_2>Yes, on a policy way, putting that policy on a paper and say that we are centralizing the process, great.

00:18:48.780 --> 00:18:52.300

<v SPEAKER_2>But the problem was not policy that much.

00:18:52.660 --> 00:19:00.040

<v SPEAKER_2>The problem was trust, that local indigenous society have a trust in the system.

00:19:00.640 --> 00:19:04.480

<v SPEAKER_2>I go back again to the circle of the leadership.

00:19:04.840 --> 00:19:17.980

<v SPEAKER_2>The policy is there, you can policy as much as you want, but then who can build that trust and confidence in a system.

00:19:18.060 --> 00:19:31.580

<v SPEAKER_2>So two issues, federal scenario, consultations, federal versus the provincial, these overlapping of the authority and then the consultations.

00:19:31.700 --> 00:19:34.700

<v SPEAKER_2>Both of them boils down to one point.

00:19:34.760 --> 00:19:37.880

<v SPEAKER_1>Yeah, for sure, for sure.

00:19:39.320 --> 00:19:50.280

<v SPEAKER_1>Yeah, it is interesting because one of the things I think I'm catching from this is we have this idea that we're centralizing the process, we're going to try to streamline and all that sort of stuff.

00:19:50.280 --> 00:20:02.880

<v SPEAKER_1>But if you just have something centralized in Ottawa, like people sitting in Ottawa doing consultation by email, that's probably not going to fulfill the requirements that the judiciary is going to put on it.

00:20:03.100 --> 00:20:11.320

<v SPEAKER_1>So it might get rubber stamped in Ottawa, but then does it fulfill the real requirements on the ground with these nations?

00:20:12.060 --> 00:20:14.640

<v SPEAKER_1>If that's the situation they're going for, then no.

00:20:16.060 --> 00:20:20.660

<v SPEAKER_1>What I would ideally like to see is IAC and the CER.

00:20:20.660 --> 00:20:26.120

<v SPEAKER_1>So IAC of course taking most consultations for major projects except for linear infrastructure.

00:20:26.120 --> 00:20:30.080

<v SPEAKER_1>I think CER will take all the linear infrastructure, so pipelines and power lines.

00:20:31.520 --> 00:20:46.320

<v SPEAKER_1>If they have offices where they can be interacting directly with these communities regularly, even before projects get proposed, let's say that, like having those relationships already, I think I could hear that being more effective.

00:20:46.320 --> 00:20:48.620

<v SPEAKER_2>We are already undermining the process.

00:20:49.300 --> 00:20:57.520

<v SPEAKER_2>I already see in the MOU between Alberta and federal governments, I already see the court cases coming.

00:20:57.660 --> 00:21:06.640

<v SPEAKER_2>Because we are already talking about the date is there on a calendar to when they want to start the building of the pipeline.

00:21:06.640 --> 00:21:11.220

<v SPEAKER_2>So we are already kind of making problem for ourselves.

00:21:11.220 --> 00:21:18.240

<v SPEAKER_2>Because one of the cases that usually courts are focusing on is predetermined outcome.

00:21:18.800 --> 00:21:30.280

<v SPEAKER_2>Aren't we actually now providing that vulnerability to the court system by already talking about this is going to go and that's how it's going to go.

00:21:30.380 --> 00:21:34.920

<v SPEAKER_2>So this predetermination and not considering the local community.

00:21:35.520 --> 00:21:42.020

<v SPEAKER_2>So it comes back about how you do the press release, how you do the leadership.

00:21:44.120 --> 00:21:44.540

<v SPEAKER_1>Yeah.

00:21:44.600 --> 00:22:04.700

<v SPEAKER_1>So I guess whether the current leadership is actively engaging with all the relevant stakeholders before making the political decision, which then says this project is going to happen or whether stakeholder involvement and rights holder involvement is integrated from the beginning.

00:22:04.700 --> 00:22:05.060

<v SPEAKER_1>Yeah.

00:22:05.340 --> 00:22:07.420

<v SPEAKER_1>No, I definitely hear that.

00:22:07.420 --> 00:22:19.340

<v SPEAKER_1>So yeah, like you said, lots of different problems here,

federal, provincial, and then also the major issues where it comes to aligning with constitutional requirements on the consultation side.

00:22:20.420 --> 00:22:25.340

<v SPEAKER_1>And I think like you've been saying throughout this, it's the leadership side of things.

00:22:25.680 --> 00:22:34.640

<v SPEAKER_1>And yeah, the last area that you and your co-author highlight is really this bureaucratic inertia, which is heavily influenced by leadership.

00:22:35.320 --> 00:22:42.120

<v SPEAKER_1>I think Peter Drucker, and he's a famous management consultant, he once said, the culture eats strategy for breakfast.

00:22:42.120 --> 00:22:44.480

<v SPEAKER_1>I'm sure that you've heard that quote many times before.

00:22:44.740 --> 00:22:52.300

<v SPEAKER_1>And this could easily be the case for the big Canadian bureaucracies, and this, of course, including federal, provincial, and municipal.

00:22:52.480 --> 00:22:59.120

<v SPEAKER_1>All of these layers of government provide permits and have some levels of control over these major projects.

00:22:59.920 --> 00:23:09.660

<v SPEAKER_1>So are there any hopeful signs that the cultures, these organizations are changing amid this big shift in leadership at the top of the top of the federal level?

00:23:10.020 --> 00:23:14.440

<v SPEAKER_1>Or could we potentially expect more of the same effectively?

00:23:14.440 --> 00:23:25.580

<v SPEAKER_1>Because in my conversations with many people in Ottawa, I'm not anti these organizations at all.

00:23:25.580 --> 00:23:27.520

<v SPEAKER_1>I think they're absolutely crucial for the success of Canada.

00:23:27.760 --> 00:23:32.100

<v SPEAKER_1>But there is some indication that people are still like in the Trudeau mindset.

00:23:32.180 --> 00:23:33.840

<v SPEAKER_1>But I suppose I'll leave it to you.

00:23:34.220 --> 00:23:36.820

<v SPEAKER_1>You're more of the expert on leadership here.

00:23:36.820 --> 00:23:37.420

<v SPEAKER_1>Good point.

00:23:37.420 --> 00:23:41.400

<v SPEAKER_2>If you've got the place that I want it to be and talk about it.

00:23:41.420 --> 00:23:42.740

<v SPEAKER_2>I love the coat.

00:23:44.840 --> 00:23:47.860

<v SPEAKER_2>No question, culture is a strategy for breakfast.

00:23:47.860 --> 00:23:54.840

<v SPEAKER_2>You can sit in your office and write as many policy that you want.

00:23:55.440 --> 00:24:03.240

<v SPEAKER_2>Just policy yourself out and just put the strategies and all of these things, write down on the papers.

00:24:03.700 --> 00:24:16.980

<v SPEAKER_2>Ultimately, you need to take that policy to your team, to your massive bureaucracy that Trudeau created in last 10 years and pass it through those people.

00:24:17.420 --> 00:24:20.980

<v SPEAKER_2>Those people need to take it and do it.

00:24:21.860 --> 00:24:26.500

<v SPEAKER_2>So, yes, and how they do it is not based on how they are told to do it.

00:24:26.500 --> 00:24:27.740

<v SPEAKER_2>It is based on their culture.

00:24:28.600 --> 00:24:32.180

<v SPEAKER_2>But what is creating culture?

00:24:32.740 --> 00:24:39.300

<v SPEAKER_2>We can discuss about the roots of culture and all of these things for hours and hours and hours.

00:24:39.380 --> 00:24:51.740

<v SPEAKER_2>But one major factor that creates culture within the

organization and institutions and to some, to a very extend level, to the society are the leaders.

00:24:52.920 --> 00:24:55.860

<v SPEAKER_2>The character leader creates the culture.

00:24:56.240 --> 00:24:57.700

<v SPEAKER_2>So what is happening?

00:24:58.000 --> 00:25:00.040

<v SPEAKER_2>We are looking to our leaders.

00:25:00.180 --> 00:25:01.140

<v SPEAKER_2>How they do?

00:25:01.780 --> 00:25:02.980

<v SPEAKER_2>We replicate that.

00:25:03.520 --> 00:25:15.860

<v SPEAKER_2>So Canadian leaders, and in per se, Mark Carney or Trudeau or most Canadian leaders, we have these virtues.

00:25:16.600 --> 00:25:22.320

<v SPEAKER_2>And in Canadian culture, you see that like collaboration, humanity, humility.

00:25:22.620 --> 00:25:26.340

<v SPEAKER_2>These are the strength of the Canadian leadership culture.

00:25:26.660 --> 00:25:28.880

<v SPEAKER_2>We talk a lot about collaboration.

00:25:29.000 --> 00:25:32.140

<v SPEAKER_2>We talk a lot about humanity and humility.

00:25:32.360 --> 00:25:37.620

<v SPEAKER_2>That's if I want some time, I say, what are the main three virtues of the Canadian culture?

00:25:38.160 --> 00:25:40.120

<v SPEAKER_2>I say these three things.

00:25:40.320 --> 00:25:47.120

<v SPEAKER_2>And I believe among my 11 virtues of a leader, these three are part of that.

00:25:48.280 --> 00:25:56.280

<v SPEAKER_2>Our problem in Canada and among Canadian leaders is overdeveloping these three virtues.

00:25:56.920 --> 00:26:06.980

<v SPEAKER_2>Anything that you overdeveloped and do not care about other virtues, it creates imbalanced leadership.

00:26:09.100 --> 00:26:15.480

<v SPEAKER_2>The virtues that here is being lost is courage, drive, vision.

00:26:15.920 --> 00:26:23.400

<v SPEAKER_2>Let me give you an example from two political spectrum, Margaret Thatcher, Pierre Trudeau, left and right.

00:26:23.980 --> 00:26:34.940

<v SPEAKER_2>Look at their vision, their courage to what they wanted to achieve, and how they pushed that to their system.

00:26:35.440 --> 00:26:45.800

<v SPEAKER_2>Margaret Thatcher in privatizing the major industries, and Pierre Trudeau in constitutional reforms and the charter rights.

00:26:46.020 --> 00:26:51.280

<v SPEAKER_2>I do not agree, disagree, or say the outcome is very good or bad.

00:26:51.500 --> 00:26:54.060

<v SPEAKER_2>The conversation here is not about outcomes.

00:26:54.080 --> 00:27:03.660

<v SPEAKER_2>And I purposefully bring two examples from two different political spectrums to show that it's not about outcomes and where on the political spectrum we are standing.

00:27:03.700 --> 00:27:13.800

<v SPEAKER_2>It's about leadership and having the balance and systematic leadership perspective and all the virtues, not only a few of them.

00:27:13.900 --> 00:27:14.980

<v SPEAKER_2>You know what happens?

00:27:15.220 --> 00:27:22.200

<v SPEAKER_2>When you only emphasize on a few virtues, consultations becomes deferral.

00:27:22.800 --> 00:27:26.900

<v SPEAKER_2>Humility becomes inability to hold a position.

00:27:27.600 --> 00:27:37.120

<v SPEAKER_2>Collaboration becomes excuse to avoid any decision that

might someone oppose to it.

00:27:37.680 --> 00:27:42.080

<v SPEAKER_2>So these are becoming good values but wrong balance.

00:27:43.200 --> 00:27:46.700

<v SPEAKER_2>So at this moment, we need our leaders.

00:27:46.700 --> 00:28:09.780

<v SPEAKER_2>We need Carney and his leadership team to rebalance this leadership field and look at it and bring that courage, bring that drive, bring that division, bring that integrity to the table and shows a more balanced leadership and a balanced judgment.

00:28:10.280 --> 00:28:11.640

<v SPEAKER_2>And how they can do it?

00:28:12.900 --> 00:28:33.180

<v SPEAKER_2>Carney and his team can show resilience when they don't back off with the first op at Global Mail or the first roundtable at CBC and they stand the ground and say, this is what we want to do, you know, the commitment is real.

00:28:33.440 --> 00:28:34.660

<v SPEAKER_2>We have the courage.

00:28:34.980 --> 00:28:46.680

<v SPEAKER_2>We are willing to pay the cost as Mark Garret-Tutcher did at Pierre Trudeau de Edith in their reign as the Prime Ministers of UK and Canada.

00:28:47.140 --> 00:29:14.680

<v SPEAKER_2>So, what I hope this biocracy and changing the culture of this biocracy is the hope that our leaders and generally the called Canadian culture, we try to look at all the virtue of leadership, not overemphasizing on a few of them, and each of them, collaboration, amazing virtue.

00:29:15.020 --> 00:29:17.460

<v SPEAKER_2>But at the same time, you need to have a courage.

00:29:19.000 --> 00:29:22.160

<v SPEAKER_2>You never can make everyone happy.

00:29:22.700 --> 00:29:25.200

<v SPEAKER_2>Steve Jobs has a very interesting code.

00:29:25.240 --> 00:29:28.620

<v SPEAKER_2>He says that if you want to love by everyone, go sell ice cream.

00:29:30.340 --> 00:29:31.580

<v SPEAKER_2>Don't become a leader.

00:29:34.440 --> 00:29:39.580

<v SPEAKER_2>Leadership is difficult when you push your agenda under pressure.

00:29:40.680 --> 00:29:47.560

<v SPEAKER_2>If everything is okay and I go ahead in an easy environment and I lead, that's not a real leadership.

00:29:47.620 --> 00:29:52.320

<v SPEAKER_2>Your character, your leader character shows itself under pressure.

00:29:52.500 --> 00:30:10.020

<v SPEAKER_2>When you are dealing with two problems, that they have a very different philosophical and political stand, and you up there, your position is making something that works for the coast to coast to coast.

00:30:10.600 --> 00:30:11.920

<v SPEAKER_2>How you can do that?

00:30:12.900 --> 00:30:18.300

<v SPEAKER_2>Go back to consultations, creating a trust with the indigenous leaders.

00:30:18.880 --> 00:30:24.960

<v SPEAKER_2>That comes from the culture that you create by how you lead.

00:30:25.260 --> 00:30:30.420

<v SPEAKER_2>So I'm optimistic because I see the solution, you know.

00:30:32.340 --> 00:30:48.460

<v SPEAKER_2>I hope that Prime Minister Carney and his team show the courage, show the drive, show the vision to the nation as much as they show their collaborations, their humanity, their humility.

00:30:48.580 --> 00:30:51.220

<v SPEAKER_2>As much as they have those, they have these too.

00:30:51.560 --> 00:31:03.200

<v SPEAKER_2>And then we can go somewhere and we can argue and discuss hours and hours at where they are going and where the vision is right or wrong.

00:31:03.340 --> 00:31:13.300

<v SPEAKER_2>But we need to understand that we need to believe that our leaders, they themselves have the courage to do what they are talking about.

00:31:13.580 --> 00:31:14.760
<v SPEAKER_1>Yeah, absolutely.

00:31:15.200 --> 00:31:18.340
<v SPEAKER_1>I think that's a great place to end this conversation, Bahman.

00:31:18.340 --> 00:31:19.680
<v SPEAKER_1>Thanks so much for coming on.

00:31:20.980 --> 00:31:24.920
<v SPEAKER_1>Lots of food to think about, lots of food for thought for our listeners.

00:31:25.660 --> 00:31:38.580
<v SPEAKER_1>I think that you're right, that it's the leadership and the ability to make strong decisions and to stand by them that I'm really hoping to see very soon here.

00:31:39.880 --> 00:31:45.400
<v SPEAKER_1>But we have one last question for you, and this is a question that our listeners are always interested in knowing about.

00:31:45.860 --> 00:31:48.580
<v SPEAKER_1>What's a book you would like to recommend to our audience?

00:31:49.260 --> 00:31:54.840
<v SPEAKER_2>I keep talking about Leader Character, so it's on me now to give the credit.

00:31:55.160 --> 00:32:05.660
<v SPEAKER_2>I suggest your listener to read Developing Leader Character by Mary Crossan and her colleagues.

00:32:05.780 --> 00:32:12.260
<v SPEAKER_2>She's actually a Canadian professor at Ivy Business School, Western Ontario, University of Western.

00:32:12.880 --> 00:32:28.800
<v SPEAKER_2>And she created this interesting leader character virtues, this 11 of them, and talks about how a good leader under the pressure should take all of these virtues and make a good judgment.

00:32:28.800 --> 00:32:35.640
<v SPEAKER_2>So it's a great read from a Canadian author and Canadian

professor of leadership and strategy.

00:32:36.380 --> 00:32:51.880

<v SPEAKER_2>And then when you read that, I suggest to read Choosing Courage by Jim Detert that argues that now how leaders should go and choose courage sometimes to make things happen.

00:32:52.000 --> 00:32:56.680

<v SPEAKER_2>So these are the two books that I suggest everyone to read.

00:32:57.000 --> 00:32:57.840

<v SPEAKER_1>Fantastic.

00:32:58.040 --> 00:33:01.920

<v SPEAKER_1>Well, I'm sure that people will be very interested in picking those up.

00:33:02.240 --> 00:33:03.360

<v SPEAKER_1>A strong recommend.

00:33:03.360 --> 00:33:07.020

<v SPEAKER_1>And yeah, thanks again so much for coming on, Bahman.

00:33:07.520 --> 00:33:08.180

<v SPEAKER_1>Great to have you on.

00:33:08.180 --> 00:33:09.660

<v SPEAKER_1>We'll have you on again soon.

00:33:09.660 --> 00:33:13.920

<v SPEAKER_1>I'm sure you'll have other op-eds and articles for us to talk about very soon here.

00:33:14.100 --> 00:33:14.560

<v SPEAKER_2>For sure.

00:33:14.560 --> 00:33:15.140

<v SPEAKER_2>Thank you.

00:33:15.500 --> 00:33:16.060

<v SPEAKER_1>All right.

00:33:16.320 --> 00:33:17.060

<v SPEAKER_1>Take care now.

00:33:18.220 --> 00:33:25.180

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00:33:25.760 --> 00:33:28.440

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00:33:28.860 --> 00:33:30.780

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00:33:31.040 --> 00:33:34.740

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00:33:35.820 --> 00:33:46.780

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00:33:51.140 --> 00:33:54.840

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00:33:55.380 --> 00:33:57.900

<v SPEAKER_1>Thanks go out to Drew Phillips for our music.

00:33:58.400 --> 00:33:59.460

<v SPEAKER_1>I'm Joe Calnan.

00:33:59.780 --> 00:34:02.160

<v SPEAKER_1>Thanks for listening to Energy Security Cubed.