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HATEFUL CONDUCT: ADDRESSING A WICKED PROBLEM WITHIN THE CANADIAN ARMED FORCES

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Exercise Solo Flight

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HATEFUL CONDUCT: ADDRESSING A WICKED PROBLEM WITHIN THE CAF

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HATEFUL CONDUCT: ADDRESSING A WICKED PROBLEM WITHIN THE CAF

The Canadian Armed Forces (CAF) is a professional military with regulations and orders governing members to promote good order and discipline. The Department of National Defence and Canadian Forces Code of Values and Ethics highlights the ethical principle of respecting the dignity of all persons and emphasises the requirement to treat every person with respect and fairness while valuing diversity¹. Despite this direction, hateful conduct continues to exist at all levels within the CAF and undermines security, morale, discipline and cohesion². The presence of this prohibited behaviour erodes human rights, the Canadian Military ethos, and Canadian society's trust in the military. With so much at risk, many wonder why the CAF continues to struggle with addressing hateful conduct within its ranks. One explanation is that hateful conduct represents a wicked problem and as such is a far more complicated issue than military leaders realized. Wicked problems are complex and poorly defined social problems and subsequently the best solutions are difficult to identify³. Traditional evidence-based systems are ineffective in addressing wicked problems and the CAF has a duty to embrace working with groups of diverse internal and external stakeholders to create environments that foster equity, inclusion and diversity⁴. Unfortunately, the military's resistance to working with external subject matter experts undermines efforts to address issues of conduct. When collaboration does occur, steering strategies must mitigate competition between stakeholders and address the plurality of objectives

¹ Government of Canada, "*Department of National Defence and Canadian Forces Code of Values and Ethics*," Last accessed 5 May 2021, Department of National Defence and Canadian Forces Code of Values and Ethics - Canada.ca

² Naval Reserve, *NAVRESORD 1020-1 Hateful Conduct*, s. 14 (2021).

³ Skaburskis, Andrejs. "The Origin of Wicked Problems," *Planning Theory & Practice* Vol. 9, no. 77 (2014): 277.

⁴ Morrison, Val, "Wicked Problems and Public Policy," *National Collaborating Centre for Healthy Public Policy*, (2013): 1.

to create effective consultations⁵. I believe that hateful conduct within the CAF is a wicked problem and can only be addressed with transformation that deconstructs the civil-military problematique while promoting leadership for collaboration and mitigating threats posed by traditional evidence-based systems.

HATEFUL CONDUCT – A WICKED PROBLEM

Hateful conduct within the CAF continues to undermine equity, inclusion and diversity despite internally developed policies and orders that prohibit this behaviour. The concept of maintaining order and discipline within the CAF is not new and, with the passing of the National Defence Act in 1922, the foundation was laid to promote a professional military⁶. With the passing decades, a greater understanding of the importance of members applying the highest ethical standards was achieved and subsequently ethics and values were formalized in doctrine. In 1993, the Defence Minister announced that the CAF would modify recruiting practices to exclude members of racist organizations and a Canadian Forces Administrative Order on racism was introduced to promote new standards regarding harassment and racism prevention⁷. In 1997, the Defence Ethics Programme, a values-based initiative, was implemented to foster ethical practices and monitored closely by the Deputy Minister of Defence and the Chief of Defence Staff⁸. Despite all of these efforts, members of the CAF continued to be victimized by

⁵ Head, Brian, “How can the Public Sector Resolve Complex Issues,” *Asia-Pacific Journal of Business and Administration* Vol. 2, no. 1 (2010): 7.

⁶ National Defence Act, R.S.C., c. N-5, s.3, (1922).

⁷ Orsyk, George, “Racism in the Canadian Forces: a case of the tail wagging the dog,” *The Free Library* (March 2021): 1.

⁸ Government of Canada, “About the Defence Ethics Programme,” Last accessed 5 May 2021, <https://www.canada.ca/en/department-national-defence/services/benefits-military/defence-ethics/about.html>

colleagues and misconduct threatened the Canadian military ethos, human rights, and society's confidence in the organization. Attempting to address misconduct, the CAF updated Defense Administrative Orders and Directives to further define harassment, provide a framework for responding to complaints, and facilitate accessing supports⁹. Leaders expected that a greater understanding of improper conduct within the organization and direction prohibiting harassment of any kind would promote a workspace free of discrimination; however, misconduct continued to be prevalent. In late 2020, after several high profile incidents of hateful conduct and members being linked to white supremacy groups, senior leaders introduced orders to address hateful conduct within the CAF¹⁰. A vision of culture change was introduced and guided by instructions from the Chief of Defence Staff and the Chief of Military Personnel¹¹. Clearly articulated in orders, the CAF expressed a commitment to the ethical principles of respect for human dignity, equality of all people and promoting diversity and inclusion. Arguably, the third attempt ordering hateful conduct to stop within military ranks, will this intervention framework achieve the intent? It is my opinion that incidents of hateful conduct continue to occur within the CAF and undermine the core principles of a professional fighting force.

ADDRESSING WICKED PROBLEMS

Hateful conduct within the CAF is a wicked problem that is fundamentally different from tame or complex issues in that it is socially complex, persistent, and inherently resistant to clear and agreed upon solutions. Unlike complex or tame issues, there is no definitive formula for

⁹ Canada. Department of National Defence. *A-PM-007-000/FP-001 Harassment Prevention and Resolution Instructions*. Ottawa, 2004: 6-7.

¹⁰ Lee Berthiaume, "Proud Boys confrontation was wake-up call about military racism, hate: Defence chief," *CTV*, 13 January 2021.

¹¹ Canadian Forces, *Military Personnel Instruction 01/20 – Hateful Conduct*, s.1 (2020).

dealing with wicked problems and, in many cases, the problem is not defined until a solution is identified¹². The social complexity of wick problems transcend organizational boundaries, are inherently resistant to clear and agreed upon solutions, and cannot be solved with an “engineered” approach¹³. In fact, an indicator that one is dealing with a wicked problem lies in the confusion and discord between stakeholders seeking a solution to what is an unsolvable problem¹⁴. These dynamically complex issues do not have enumerable sets of potential solutions and subsequently stakeholders advocate for a response that ultimately ends with a state of “good enough for now”¹⁵. Hateful conduct in the CAF is socially complex and continues to persist despite the engagement of stakeholders. The difficulty lies in addressing the root causes of hateful conduct and these causes change based on the advocated solution. For example, is hateful conduct the result of poor discipline, lack of education, social inequity, systemic racism, or combination thereof? Socially complex problems cannot be solved with a scientific approach that seeks to breakdown the issue into discrete and manageable components¹⁶. As seen with the introduction of orders prohibiting harassment and racial conduct in the early 1990s, there was little impact on the culture of the CAF or the occurrences of misconduct. Hateful conduct is a

¹² Lagreid, Per and Lise, Rykkja, “Organizing for Wicked Problems – Analyzing Coordination Arrangements in Two Policy Areas,” *The International Journal of Public Sector Management* 28, no. 6 (2015): 476.

¹³ Head, Brian, “How can the Public Sector Resolve Complex Issues,” *Asia-Pacific Journal of Business and Administration* Vol. 2, no. 1 (2010): 3.

¹⁴ McMillian, Charles and Jeffrey, Overall, “Wicked Problems: Turning Strategic Management Upside Down,” *The Journal of Business Strategy* 27, no. 1 (2016): 36-37.

¹⁵ Steane, Peter, Yvon Dufour, and Donald Gates, “Assessing the Impediments to NPM Change,” *Journal of Organizational Change Management* 28, no. 2 (2015): 265-266.

¹⁶ Morrison, Val, “Wicked Problems and Public Policy,” *National Collaborating Centre for Healthy Public Policy*, (2013): 2.

class of social system issues, which are ill defined, complex, and resistant to change; the quintessential wicked problem.

Traditional evidence-based systems and strategic decision-making models are ill suited to respond to wicked problems as they apply a scientific approach to a social issue and make assumptions of rational behaviour within stable systems. Prevalent approaches to addressing problems reflect an aversion to risk and poor understanding of complex social issues¹⁷. With traditional evidence-based systems, leaders promote an understanding of the issue by breaking it down into discrete components and analyzing collected data¹⁸. This linear approach to assessment fails to take into account new forms of disorder, volatility, and unpredictable consequences¹⁹. Unlike traditional problems with a clear means-end pattern between problems and goals, wicked problems are constantly evolving and are resistant to the discrete classification of components²⁰. From a strategic decision-making perspective, wicked problems defy procedural rationality because outcomes cannot logically be predicted or understood within a cause and effect model²¹. The inability to analyse cause and effect undermines the capacity of decision makers to both identify the problem and implement an effective solution. At best, leaders may hope to “achieve tomorrow’s solution to yesterday’s problem”; however, it is more

¹⁷ Kahneman, Daniel and Tversky, Amos, “Prospect Theory: An Analysis of Decision Under Risk,” *Econometrica* 47, no. 2 (1979): 263.

¹⁸ Quality Resources, “What is Problem Solving,” Last accessed 5 May 2021, What is Problem Solving? Steps, Process & Techniques | ASQ

¹⁹ Hodgson, Anthony, “A Transdisciplinary World Model,” *Systems Research and Behavioural Science* 29, no.5 (2012): 517.

²⁰ Nixon, Steve, “Solving Wicked Problems,” Last accessed 5 May 2021, <https://www.youtube.com/watch?v=qUH5XOPF8pc>

²¹ Rittel, Horst, and Melvin, Webber, “Dilemmas in a General Theory of Planning,” *Policy Sciences* 4, no. 2 (1973): 165.

likely that the problem will be poorly understood and a mismatched solution applied²². In dealing with wicked problems, it is vital to recognize that there are no objectively right answers or an end state of “problem solved”²³. The reality is that wicked problems are solved and resolved continuously until available resources are diminished. The first step in successfully approaching wicked problems is to stop applying social science and operations research within a linear approach; scientific approaches will fail. Dealing with these issues requires a radical shift away from traditional evidence-based systems and strategic decision-making models.

OVERCOMING THE CIVIL-MILITARY PROBLEMATIQUE WITH COLLABORATION

The CAF exasperates the civil-military problematique when addressing hateful conduct within its ranks by fostering a culture that resists input from external subject matter experts. At the core of the civil-military problematique is the tension between civilian control over the CAF and a professional autonomous military²⁴. Theoretically, a highly professional officer corps carries out the wishes of any civilian group that secures legitimate authority within the state; however, in practice there is a culture within the military that resists external loci of control²⁵. For the CAF, Deschamps noted the military’s ethos was founded on respect and dignity for all persons; however, described a disjunction between high professional standards and prevalence of

²² Systems Thinking & Leadership Development Institute, “Today’s Problems Come From Yesterday’s Solutions,” Last accessed 5 May 2021, Law #1: Today’s Problems Come From Yesterday’s Solutions – Systems Thinking & Leadership Development Institute (STLDi) (wordpress.com)

²³ Lagreid, Per and Lise, Rykkja, “Organizing for Wicked Problems – Analyzing Coordination Arrangements in Two Policy Areas,” *The International Journal of Public Sector Management* 28, no. 6 (2015): 477-478.

²⁴ Feaver, Peter, “The Civil-Military Problematique: Huntington, Janowitz and the Question of Civilian Control,” *Armed Forces & Society* 23, no.2 (1996): 149-150.

²⁵ Bland, Douglas, “A Unified Theory of Civil-Military Relations,” *Armed Forces and Society* 26, no.1 (1999): 9-10.

misconduct²⁶. In terms of external programs or resources, the CAF created barriers to accessing supports by making them available at only a select few locations and providing limited access to information. Key recommendations of the Deschamps included the establishment of independent agencies to receive reports from and provide support to survivors of sexual misconduct²⁷. Six years later the CAF does not have an independent agency to investigate incidents of sexual misconduct or provide trauma informed person centred support. Why such resistance to civilian oversight? Some military officers believe government liberalism is a threat to military security and civilian leaders, “just don’t understand”²⁸. Others point out that leaders within the CAF have a higher level of expertise and resent the efforts of civilian leaders being involved in the management of forces. Finally, the Auditor General of Canada is critical of the mechanisms in place to facilitate oversight and predicted it would be an ongoing problem for years to come²⁹. Ultimately, the civil-military problematique needs to be addressed in order to create a culture within the CAF that investigates incidents of hateful conduct and provides meaningful support to survivors.

Effective application of leadership for collaboration enhances the understanding of wicked problems, and increases the probability of achieving consensus among stakeholders on how to manage the issue. Bringing together stakeholders to discuss wicked problems promotes information sharing and the exploration of root causes which in turn broadens the scope of

²⁶ Canada. Department of National Defence. “External Review into Sexual Misconduct and Sexual Harassment in the Canadian Armed Forces.” *Ottawa: Deschamps, External Review Authority (2015): 1-5.*

²⁷ Ibid, 7-8.

²⁸ Travis, Donald, “Saving Samuel Huntington and the Need for Pragmatic Civil-Military Relations.” *Sage Journals* 43, no. 3 (2017): 397.

²⁹ Saideman, Stephen, “The F-35 debacle points to a key problem in the Canadian military: lack of expertise.” *Open Canada*, 9 April 2012.

potential solutions and should be considered as a precondition to addressing issues³⁰.

Engagement and enhanced mutual trust deconstruct information silos and promote unity of effort across agencies³¹. A lone actor cannot address the complexity of a wicked problem and organizational practices ought to foster intra and interorganizational collaboration within a dynamic problem-solving paradigm³². Inter-stakeholder collaboration will result in performance gains and shorten timelines for innovation in addressing complex issues. Effective leadership for collaboration is more than consultation with stakeholders. It includes consideration of their input within the context of an emotional domain that includes beliefs, goals, and values³³. Effective leadership for collaboration promotes a three-pronged approach to focus attention, engage participants regularly and respectfully, and stimulate multiple strategies for resolution³⁴. Collaboration seeks to achieve optimal results while minimizing costs by harnessing knowledge from stakeholders. This optimized approach plays an important role in addressing wicked problems as the issue is never resolved, rather mitigated until resources are depleted. Promoting leadership for collaboration will enable leaders to better understand wicked problems and increase the probability of managing the issue with efficient measures.

³⁰ Head, Brian, "How can the Public Sector Resolve Complex Issues?" *Asia-Pacific Journal of Business and Administration* Vol. 2, no. 1 (2010): 4.

³¹ Allen, Thad, "Confronting Complexity and Creating Unity of Effort: The Leadership Challenge for Public Administrators." *Public Administration Review* 72, no. 3: 320.

³² Ibid.

³³ Sullivan, Helen, "Leadership for Collaboration: Situated agency in practice," *Public Management Review* 14, no.1 (2012): 3.

³⁴ Morrison, Val, "Wicked Problems and Public Policy," *National Collaborating Centre for Healthy Public Policy*, (2013): 3.

BUILDING RELATIONSHIPS WITH STAKEHOLDERS

CAF leaders need to embrace a new vision of leadership that prioritizes meaningful collaboration with external stakeholders and junior members while addressing legacy issues associated with traditional perspectives. Senior officers within the military have a track record of failing to engage in meaningful collaboration with stakeholders³⁵. Under Operation *Honour*, collaboration with stakeholders was superficial, excluded communities, and retained an underlying culture of, “we know what is best and can teach our own”³⁶. To address hateful conduct in the CAF, senior officers ought to embrace a new vision of leadership that shifts them away from being a sole decision maker³⁷. CAF leaders have a duty to acquire the knowledge, skills, and abilities to better understand their changing role and collaborate successfully with internal and external stakeholders. Unfortunately, a new vision of leadership goes against decades of traditional perspectives premised on the positional power of officers within a hierarchical organization³⁸. Pivoting away from traditional views requires personnel to embrace the facilitative role of leaders and move beyond hierarchies to promote a network of interconnected individuals working collaboratively at all levels³⁹. To promote effective engagement of networks, traditional stoic leaders should be replaced with ones that convey

³⁵ Hartfield, Robert, “Planning without guidance: Canadian Defence policy and planning, 1993-2004,” *Canadian Public Administration* 53, no. 3 (Sept 2010): 324-325.

³⁶ Canada. Department of National Defence. “External Review into Sexual Misconduct and Sexual Harassment in the Canadian Armed Forces.” *Ottawa: Deschamps, External Review Authority (2015): 1-5*.

³⁷ Brandis, Ansley, “School Personnel and Leadership Collaboration Model for Ideal Work Contexts,” *Journal of Education Research & Practice* 9, no. 1 (2019): 2-3.

³⁸ Fung Tam, Angela, “Conceptualizing Distributed Leadership: Diverse Voices of Positional Leaders in Early Childhood Education,” *Leadership and Policy in Schools* 18, no. 4 (2019): 703.

³⁹ Fyrer, Mick. “Facilitative leadership: drawing on Jurgen Habermas’ model of ideal speech to propose a less impositional way to lead,” *Sage Journals* 19, no.1 (2012): 3.

caring, trust, and empathy to stakeholders and, “concern themselves less with running tight ships and more with creating tightly knit communities”⁴⁰. To address hateful conduct, CAF leaders must move away from traditional leadership models that identify them as the sole decision maker and engage with stakeholders and junior personnel in a manner that conveys trust, caring, and meaningful collaboration.

Responding to hateful conduct in the CAF requires the development of inclusive and trusting relationships with diverse stakeholders in an environment that promotes shared leadership. Strong collaboration is a pre-cursor to successful planning that seeks to address hateful conduct, as a wicked problem, within the military⁴¹. Effective collaboration demands a diverse community of stakeholders come together to better understand the complexities, conflict, and repercussions of hateful conduct within our ranks⁴². To bring partners to the table, the CAF needs to build trust with communities that have traditionally been marginalized within the organization⁴³. Women, visible minorities, indigenous people, and members of the LGBTQ2+ community represent stakeholders that ought to have a voice in addressing this wicked problem. Building that trust requires an enhanced awareness of the concerns of these communities and a willingness to embrace new facilitative leadership styles⁴⁴. Shared leadership means that these

⁴⁰ Jennings, Matthew. *Dynamic Educational Leadership Teams: From Mine to Ours*. (Plymouth: Rowman & Littlefield Education 2008):106.

⁴¹ McMillian, Charles and Jeffrey, Overall, “Wicked Problems: Turning Strategic Management Upside Down,” *The Journal of Business Strategy* 27, no. 1 (2016): 38.

⁴² DiAngelo, Robin. *White Fragility: Why It’s So Hard For White People to Talk About Racism*. (Boston: Beacon Press 2018):72.

⁴³ Canada. Department of National Defence. *A-PA-005-000/AP-004, Leadership in the Canadian Forces: Conceptual Foundations*. Kingston, ON: Canadian Defence Academy - Canadian Forces Leadership Institute, 2005. 82.

⁴⁴ Head, Brian W, “How can the Public Sector Resolve Complex Issues,” *Asia-Pacific Journal of Business Administration* 2, no. 1 (2010): 5.

communities will have a meaningful impact on decisions regarding reporting, responding to, and investigating hateful conduct. Once again, the CAF's track record of meaningful engagement with stakeholders is poor and highlighted in Operation *Honour*'s failure to incorporate a trauma informed survivor centred approach⁴⁵. If inclusive and successful relationships are built with diverse stakeholders, stronger social cohesion will promote shared leadership and provide decision-makers with the capacity to implement flexible initiatives that are ideally suited to addressing hateful conduct as an evolving wicked problem.

BARRIERS TO COLLABORATION

Consultations with Defence Advisory Groups and Defence Teams is a valuable mechanism to identify instances of hateful conduct; however, fall short of satisfying steering strategies that incorporate subject matter experts and diverse external stakeholders. Defence Advisory Groups and Defence Teams are comprised of members from marginalized communities and their allies. These groups and teams represent a large group of internal stakeholders that may provide valuable insight into the experiences, trauma, and necessary supports for victims of hateful conduct⁴⁶. Engaging with internal stakeholders fosters a culture change that is reflected in organizational support, empathy of leaders, and meaningful involvement in decision-making⁴⁷. That said, these groups and teams may not contain subject

⁴⁵ Canada. Department of National Defence. "External Review into Sexual Misconduct and Sexual Harassment in the Canadian Armed Forces." *Ottawa: Deschamps, External Review Authority (2015): 1-5*
Canada. Department of National Defence. *A-PM-007-000/FP-001 Harassment Prevention and Resolution Instructions*. Ottawa, 2004: 12.

⁴⁶ The Guard, "How the Defence Advisory Groups are Still Working to Serve our Community," Last accessed 11 May 2021, <https://infog.ca/how-the-defence-advisory-groups-are-still-working-to-serve-our-community/>

⁴⁷ Naval Reserve, *NAVRESORD 1020-1 – Hateful Conduct*, (2021).

matter experts or reflect the views of marginalized communities within the broader community. Limiting collaboration to internal stakeholders undermines steering strategies seeking to analyze complex problems, set collective goals, and brainstorm potential solutions⁴⁸. To address hateful conduct, CAF leadership should open dialogue with community, provincial, and federal organizations to ensure that initiatives reflect the views, values, and ideas of external stakeholders. These efforts will increase confidence in the CAF to reduce occurrences of hateful conduct within the military and promote efficient mechanisms to educate, respond, and support survivors⁴⁹. To develop an enhanced understanding of hateful conduct, as a wicked problem, that includes underling causes, senior CAF leaders must facilitate consultations with internal and external stakeholders.

Stakeholder competition and plurality of objectives undermine leadership for collaboration and promotes indecision regarding the nature and extent of hateful conduct within the CAF. In an environment with finite resources, collaboration to address wicked problems frequently places stakeholders in competition⁵⁰. Stakeholders are comprised of participants with different lived experiences and perspectives that lead to the group advocating for decisions that achieve their objectives⁵¹. When stakeholders identify competing goals, it may lead to disagreement regarding how to define and address a wicked problem. To further complicate

⁴⁸ Morrison, Val, “Wicked Problems and Public Policy,” *National Collaborating Centre for Healthy Public Policy*, (2013): 3.

⁴⁹ Canadian Forces, *Military Personnel Instruction 01/20 – Hateful Conduct*, s.1 (2020).

⁵⁰ Nixon, Steve, “Solving Wicked Problems,” *YouTube*. Last accessed 5 May 2021, Solving Wicked Problems - YouTube

⁵¹ Wujec, T, “Got a Wicked Problem? First, Tell Me How you Make Toast,” *TED Talks*. Last accessed 5 May 2021, https://www.ted.com/talks/tom_wujec_got_a_wicked_problem_first_tell_me_how_you_make_toast?language=en

stakeholder engagement, participants may hold mutually exclusive ideologies in terms of addressing hateful conduct⁵². While some assume a fatalist perspective, hateful conduct will always exist, others may embrace an egalitarianism approach and push for radical change. An example of stakeholder competition was illustrated in Operation *Honour* initiatives. Although an external review identified an underlying sexualized culture in the CAF that was hostile to women and members of the LGBTQ2+ community, some members believe that initiatives largely focused on women and included the LGBTQ2+ community as an after thought. In this case, stakeholder engagement was undermined by competition for resources and an inequality in terms of having concerns heard by senior leaders⁵³. Not all stakeholders will have the same concerns or represent similar sized communities⁵⁴. How the CAF will balance the competing objectives of stakeholders, create equality in decision-making, and facilitate shared leadership remains to be seen. To promote a comprehensive and effective response to hateful conduct within the military, CAF leaders must overcome stakeholder competition and plurality of objectives that undermine steering efforts.

Hateful conduct within the CAF is a wicked problem that continues to undermine equity, inclusion and diversity within our ranks while ultimately threatening human rights and the Canadian military ethos. Despite repeated efforts to address discrimination and harassment, the CAF has been unsuccessful in driving misconduct from the organization and now recognises that

⁵² Steane, Peter and Donald Gates, "Assessing Impediments to NPM Change," *Journal of Organizational Change Management* 28, no.2 (2015): 265.

⁵³ Sullivan, Helen, "Leadership for Collaboration: Situated Agency Practice," *Public Management Review* 14, no 1 (2012): 3.

⁵⁴ Ibid, 5.

more is needed to address this socially complex and persistent issue⁵⁵. Wicked problems are resistant to clear and agreed upon solutions; however, stakeholder engagement can facilitate dynamic solutions that move beyond strategic decision-making models⁵⁶. The involvement of external stakeholders will be a challenge as senior military leaders have consistently demonstrated resistance to their involvement in reporting, responding, and investigating military conduct⁵⁷. Embracing a new vision of facilitated leadership, senior officers will prioritize meaningful collaboration that recognizes the unique perspectives of marginalized communities and promotes consensus⁵⁸. Consensus building with stakeholders will not be easy as people compete for finite resources. Consultations will need to include all communities while ensuring that no voice is lost in the discussion. Can hateful conduct be eliminated from the CAF? As a wicked problem it is unlikely that any initiative will achieve this idealistic goal; however, we can create an environment in which prevalence is reduced, behaviour is readily identified, response frameworks support victims and perpetrators are either rehabilitated or removed from the organization. I believe that hateful conduct within the Canadian Armed forces is a wicked problem and can only be addressed with transformation that deconstructs the civil-military problematique while promoting leadership for collaboration and mitigating threats posed by traditional evidence-based systems

⁵⁵ Lee Berthiaume, "Proud Boys confrontation was wake-up call about military racism, hate: Defence chief," *CTV*, 13 January 2021.

⁵⁶ Morrison, Val, "Wicked Problems and Public Policy," *National Collaborating Centre for Healthy Public Policy*, (2013): 2.

⁵⁷ Hartfield, Robert, "Planning without guidance: Canadian Defence policy and planning, 1993-2004," *Canadian Public Administration* 53, no. 3 (Sept 2010): 324-325.

⁵⁸ Jennings, Matthew. *Dynamic Educational Leadership Teams: From Mine to Ours*. (Plymouth: Rowman & Littlefield Education 2008):110.

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