

DR. ROBERT M. CUTLER – COMPLEX ORGANIZATION & DECISION SPECIALIST

Key Qualifications

Dr. Robert M. Cutler, educated at the Massachusetts Institute of Technology and The University of Michigan, is Senior Research Fellow for Energy Security, NATO Association of Canada; Senior Fellow in Energy Geo-economics, Canadian International Council; and Fellow, Canadian Energy Research Institute. After earning the doctorate, he spent over a dozen years teaching in major universities in Canada, France, Russia, Switzerland and the United States. Following the end of the Cold War, he expanded into international energy diplomacy and consulting on policy analysis and organizational design. He has consulted to international institutions, the private sector, governments and NGOs; framed research and policy issues, led research teams, produced briefings and analytical bulletins and much more. He was for many years Senior Researcher, Institute of European, Russian and Eurasian Studies, Carleton University.

He is noted for his ability to recognize significant world-political developments before they are generally evident. Several of his academic publications have founded new research specializations. His first article, published in 1980, predicted exactly how the Soviet Communist Party would lose power after Brezhnev's death (1982): Gorbachev's glasnost policy, the 1986 Kazakhstan riots and the flight of non-Russian republics away from Moscow. Since 1991 he has made a series of correct predictions about the strategic oil and gas pipeline choices of major players in Eurasian energy development. In the late 1990s he correctly predicted that the unipolar U.S.-centred post-Cold War international transition would end in 2001/02, producing a multipolar international system that will enter crisis in the early 2030s and transformational upheaval in the mid-2040s. His recent theoretical work on complex systems has focused on organizational resilience, with extensions to individual cognition, emphasizing evolutionary perspectives.

Credentials, Background and Training

- ◆ Columbia University: Alan and Tudy McLaine Leadership Fellow, Rockefeller Brothers Program for East Central Europe and the Former Soviet Union, International House, 1993–1994.
- ◆ Social Science Research Council: Central Asian Studies Grant, Indiana University, Summer 1993.
- ◆ University of Nantes: Fellow in International Economics, Scientific Research Council, 1984–1985.
- ◆ Columbia University: Mellon Postdoctoral Fellow, The Harriman Institute, 1983–1984.
- ◆ Moscow State University: IREX Postdoctoral Fellow, Contemporary History Faculty, 1982–1983.
- ◆ University of Michigan: Ph.D. in Political Science, 1982.
- ◆ University of Geneva: Albert Gallatin Fellow in International Affairs, Graduate Institute of International Studies, Faculty of International History and Politics, 1979–1980.
- ◆ Pennsylvania State University: M.A. in Political Science, 1976.
- ◆ Massachusetts Institute of Technology: Sc.B., Political Science; Sc.B., European History, 1974.

Contact Co-ordinates and International Experience

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Languages: English (native); French (near-native); Russian (professional); Dutch, German, Italian, Portuguese and Spanish (proficient reading); Bulgarian, Latin, Polish and Romanian (some reading).

Countries of International Experience: Armenia, Austria, Azerbaijan, Belarus, Belgium, China, Czech Republic, Denmark, Finland, France, Georgia, Germany, Greece, Hungary, Iran, Italy, Kazakhstan, Lithuania, Luxembourg, Monaco, Mexico, Norway, Netherlands, Norway, Portugal, Romania, Russia, Singapore, Sweden, Switzerland, Turkey, Ukraine, United Kingdom, United States, Uzbekistan.

Selected Work Experience

SELECTED APPOINTMENTS AND CONSULTANCIES

- ◆ SENIOR RESEARCH FELLOW (ENERGY SECURITY), NATO ASSOCIATION OF CANADA (NAOC), 2018–PRESENT.
- ◆ SENIOR FELLOW (ENERGY GEO-ECONOMICS), CANADIAN INTERNATIONAL COUNCIL (CIC), 2017–PRESENT.
- ◆ FELLOW, CANADIAN ENERGY RESEARCH INSTITUTE (CERI), 2016–PRESENT.
 - **Analyzing** developments and advising policy on Canadian and international energy affairs.
 - **Editing** NAOC's *Energy Security* blog, consulting on **program development**, Montreal events.
 - **Networking** in central Canada, particularly Quebec, to enhance CERI's profile and brand; and also internationally on behalf of CIC and NAOC.
- ◆ ADVISOR FOR INTERNATIONAL ENERGY DIPLOMACY & STRATEGIC COMMUNICATIONS, DIRECTOR FOR CORPORATE STRATEGY, [A MAJOR PIPELINE DEVELOPMENT COMPANY IN THE BLACK/CASPIAN SEA REGION], 2017–PRESENT.
 - **Designing, planning, implementing, executing externally-directed information strategy**, including but not limited to: **publicizing and advocating** at industrial conferences, think-tank seminars, in policy and academic writings, through media interviews and press articles.
 - Developing, overseeing, writing, redacting content for key information products, e.g. background briefings, prospectus, etc.; **updating, redesigning, managing, creating content** for expanded company website, managing its integration into corporate information strategy.
 - **Advising on negotiating strategies and international-diplomatic approaches.**
- ◆ CONTRIBUTING ANALYST/EDITOR: ENERGY SECURITY (NAOC, 2018–PRESENT), CENTRAL ASIA–CAUCASUS ANALYST (JOHNS HOPKINS UNIVERSITY, 1999–2016), ASIA TIMES ONLINE (EURASIAN ENERGY & FINANCE CORRESPONDENT), 2007–2013; ISN SECURITY WATCH, (SWISS FEDERAL INSTITUTE OF TECHNOLOGY–ZÜRICH, 2008–2011), FORMER SOVIET UNION OIL AND GAS MONITOR (NEWSBASE, LTD., 1998–2001) AND OTHERS.
 - **Periodic analyses** of Eurasian energy security and geo-economics; later expanded to Asian and European finance and markets after the global crisis beginning in 2007–2008.
 - Hundreds of thousands of words: to 2010 **aggregated at** <<http://www.robertcutler.org/blog>>.
- ◆ MEMBER, RESEARCH TEAM ENERGY PROGRAM ASIA, INTERNATIONAL INSTITUTE FOR ASIAN STUDIES, LEIDEN UNIVERSITY, 2005–PRESENT.
 - **Writing analytical narrative chapters** for the succession of research publications.
 - **Reviewing and editing** the works of other team members upon request of its director.
- ◆ SPEAKER AND SPECIALIST GRANTEE, OFFICE OF INTERNATIONAL PROGRAMS, U.S. DEPARTMENT OF STATE, SEPTEMBER–OCTOBER 2009, JUNE 2010, SEPTEMBER 2012.
 - **Made public presentations and lectured** by invitation from universities and public organizations in Armenia, Azerbaijan, Czech Republic, Georgia, Hungary and Romania.
 - **Led specialist-oriented seminars** at research institutes and policy think tanks.
 - **Consulted** with ministerial and other government advisory and decision-making instances.
- ◆ EXPERT WITNESS ON HUMAN RIGHTS IN CENTRAL ASIA, IMMIGRATION APPEALS COURT (NEW JERSEY), U.S. DEPARTMENT OF JUSTICE, 2002–2009.
 - **Drafted legal affidavits** for court-recognized Expert Opinions for appellants on likelihood of religious, gender-based or political persecution if refouled to country of origin.
 - **Final record: An unbroken string** of a dozen favourable rulings with no losses.
- ◆ INSTITUTIONAL DESIGN SPECIALIST, PARLIAMENTARIANS FOR GLOBAL ACTION (PGA), 2003–2005.
 - **Designed institutional blueprint** for Consultative Assembly of Parliamentarians for the International Criminal Court and Rule of Law; defined its structure, responsibilities and functions.
 - **Rapporteur** for PGA's "Strategic Review and Planning Retreat for Organizational Renewal".

- ◆ CONSULTANT TO THE SPECIAL ASSISTANT TO THE PRESIDENT, [A MAJOR INTERNATIONAL OIL AND GAS EXPLORATION AND DEVELOPMENT COMPANY WITH OPERATIONS IN CENTRAL ASIA], 2000–2004.
 - **Evaluated** client's proprietary information concerning financial and organizational conditions, **made recommendations** concerning export pipeline route choice to world markets.
 - **Advised negotiating strategies** based on the foregoing, drawing on specialized knowledge of local conditions including leadership psychology of national decision makers.
- ◆ TEAM MEMBER, CAUCASUS WORKING GROUP, CENTRE FOR EUROPEAN POLICY STUDIES, 2000–2002.
 - **Brainstormed** ideas for insuring stability, security, and development in the Caucasus; **advised on** problems of energy development and pipeline construction.
 - **Evaluated** potentials of existing or new international institutions to implement regional security; **made recommendations** on the above, adopted by Rapporteur of the European Parliament's Committee on Foreign Affairs, then implemented in full by the European Commission.
- ◆ CONSULTANT TO SPECIAL ASSISTANT TO THE PRESIDENT, EASTWEST INSTITUTE, 1998–1999.
 - **Acted as Rapporteur** for the Institute's Second East–West Leaders' Forum.
 - **Prepared briefing book** for high-level American business delegation to the Caspian Sea region.

SELECTED ADMINISTRATIVE APPOINTMENTS

- ◆ SELECTED PROFESSIONAL SERVICE, VARIOUS DATES 1996–PRESENT.
 - **Selected Editorial Board Memberships:** *Geopolitics of Energy*, 2016–Present; *Journal of Eurasian Studies*, 2011–Present; *Journal of International Organizations Studies*, 2011–Present; *Oil, Gas & Energy Law and Intelligence*, 2004–08; *Central Eurasian Studies Review*, 2001–07; *Electronic Journal of World Politics*, 2000–2005; *Cahiers d'études sur la Méditerranée orientale et le monde turco-iranien*, 1998–2005; *Mershon International Studies Review*, 1994–99.
 - **Selected Service to Professional Associations:** Member, Executive Committee, Canada Section, International Studies Association, 2006–2009; Member, Executive Committee, and Vice-President, Research Group on Alienation, International Sociological Association, 1998–2002; Member, Executive Committee, and Awards Committee Chair, Domestic Sources of Foreign Policy Section, American Political Science Association, 1998–2000.
- ◆ MEMBER, BOARD OF DIRECTORS, MONTREAL PRESS CLUB (MPC), 2013–2019.
 - **Past Chairman**, 2019–Present; Chairman, 2015–2019; Secretary *pro tempore*, 2015–16; Vice-President for International Relations, 2014–15.
 - **Designed** organizational structure, redeveloped institutional infrastructure; **established inter-organizational partnership** co-operation between MPC and Brussels Press Club Europa.
- ◆ MEMBER, EXECUTIVE BOARD, CENTRAL EURASIAN STUDIES SOCIETY, 2002–2005.
 - **Key team member guiding organizational takeoff** of a new international interdisciplinary scholarly organization with membership doubling every year from 2001 to 2005.
 - **Founding Editor**, “Perspectives” Section, *Central Eurasian Studies Review*, 2002–2007.
 - **In addition:** Chair, Institutional Linkages Committee; Member, Publications Committee.

SELECTED RESEARCH AND TEACHING APPOINTMENTS

- ◆ SENIOR RESEARCHER, INSTITUTE OF EUROPEAN, RUSSIAN AND EURASIAN STUDIES [AND ITS ANTECEDENT ACADEMIC UNITS], CARLETON UNIVERSITY, 1996–2019.
 - **Resource person** on Central and Southwest Asia and the Caucasus, and selected topics of international relations theory, including energy-related topics from Europe to East Asia.
 - **Advising and lecturing** on and these subjects, **evaluating** theses.
 - **Networking** with foreign institutions, enhancing visibility of Institute and University.

- ◆ PRINCIPAL INVESTIGATOR, RESEARCH GRANTS: [U.S.] SOCIAL SCIENCE RESEARCH COUNCIL, 1994–1996; CO-OPERATIVE SECURITY PROGRAM, DEPARTMENT OF EXTERNAL AFFAIRS AND INTERNATIONAL TRADE, GOVERNMENT OF CANADA, 1993–1994; SOCIAL SCIENCE AND HUMANITIES RESEARCH COUNCIL, 1991–1994; AND SPECIAL SOVIETOLOGY PROGRAM, DEPARTMENT OF NATIONAL DEFENCE, 1989–1991.
 - **Developed and wrote** successful proposals for: “Social Science Theories and Post-Soviet Realities”, “Co-operative Security in Eurasia”, “Post-Soviet Foreign Policies in Emerging World Order” and “Soviet Studies and Gorbachev.”
 - **Executed** plans of work, **supervised** research assistants, **administered** funds, **presented and published** relevant research.
 - **Innovated** Cooperative Energy Security concept under Cooperative Security Program grant.
- ◆ PRINCIPAL INVESTIGATOR [AND POST-DOCTORAL RESEARCH FELLOW], JOINT COMMITTEE ON SOVIET STUDIES, SOCIAL SCIENCE RESEARCH COUNCIL AND AMERICAN COUNCIL OF LEARNED SOCIETIES 1985–1988.
 - **Developed and wrote** successful research proposal for studying overlap between foreign policy making and domestic bureaucratic politics.
 - **Executed** plan of work, **supervised** assistants, **administered** funds, **published** results.
- ◆ ASSISTANT PROFESSOR OF POLITICAL SCIENCE: LAVAL UNIVERSITY, 1988–1996; UNIVERSITY OF CALIFORNIA AT SANTA BARBARA, 1985–1988; UNIVERSITY OF ARIZONA, 1984-1985; WEBSTER UNIVERSITY, SUMMER 1983.
 - **Taught** international relations, comparative politics and political philosophy at all levels from introductory undergraduate courses to graduate research seminars.
 - **Supervised** undergraduate honours theses, one-on-one reading seminars, Master’s theses.

Selected Publications

MONOGRAPHS

The Geo-economic Complexity of Central Eurasian Energy [working title] (in preparation, for Brill).
How Soviet Foreign Policy Failed: What Complexity Science Tells Us That Nothing Else Can (Litchfield Park, Ariz.: Emergent Publications, 2013).

REFEREED JOURNAL ARTICLES AND BOOK CHAPTERS

Theory of Complex Systems

- “An Evolutionary Phenomenology of Resilience,” *Kybernetes* 48:4 (August 2018), 685–695.
- “The Application of the Theory of Transfinite Numbers to International Conflict Analysis,” in I. Purica (ed.), *Nonlinear Approaches to Crisis and Conflict* (Bucharest: Expert, 2011), 322–353.
- “The Paradox of Intentional Emergent Coherence: Organization and Decision in a Complex World,” *Journal of the Washington Academy of Sciences* 92:4 (Winter 2007), 9–27.
- “Complexity Science and Knowledge-Creation in International Relations Theory,” in *Encyclopedia of Life Support Systems: International Relations*, vol. 1 (Oxford: EOLSS/UNESCO, 2003), 253–272.
- “The Complex Evolution of International Orders and the Current International Transition,” *Inter-Journal: Complex Systems*, no. 255 (1999). [Abridged revision in: Ali Minai and Yaneer Bar-Yam (eds.), *Unifying Themes in Complex Systems*, vol. 2 (New York: Perseus Press, 2004), 515–522.]

Applications of Complex-systems Analysis

TO THE STUDY OF INTERNATIONAL ENERGY GEO-ECONOMICS

- “Foundation of the East Central Eurasian Hydrocarbon Energy Complex,” in M. Amineh and Y. Guang (eds.), *Geopolitical Economy of Energy and Environment* (Leiden–Boston: Brill, 2017), 231–269.
- “The Central Eurasian Hydrocarbon Energy Complex: From Central Asia to Central Europe,” in M.P. Amineh (ed.), *Secure Oil and Alternative Energy* (Leiden–Boston: Brill, 2012), 41–74.

“Russia’s Emerging Place in the Eurasian Hydrocarbon Energy Complex,” in M.P. Amineh and Y. Guang (eds.), *The Globalization of Energy* (Leiden–Boston: Brill, 2010), 71–100.

TO THE STUDY OF ORGANIZATIONAL DESIGN, BELIEF-SYSTEMS AND DECISION-MAKING

“Gorbachev as CEO Roadkill: How and Why Soviet Foreign Policy Failed to Manage Complexity,” in M. Lissack and H. Gunz (eds.), *Managing the Complex* (New York: Quorum, 1999), 352–370.

“Unifying Cognitive-Map and Operational-Code Approaches,” in C. Jönsson (ed.), *Cognitive Dynamics and International Politics* (London: Frances Pinter, 1982), 91–121.

“The Formation of Soviet Foreign Policy: Organizational and Cognitive Perspectives,” *World Politics* 34:3 (April 1982), 418–436.

“Decision Making and International Relations: The Cybernetic Theory Reconsidered,” *Michigan Journal of Political Science* 1:2 (Fall 1981), 57–63.

TO THE STUDY OF INTERNATIONAL PARLIAMENTARY INSTITUTIONS

“Emerging Interregional Parliamentarism,” in K. Raube *et al.* (eds.), *Parliamentary Cooperation and Diplomacy in EU External Relations* (Cheltenham: Elgar, 2019), 120–138.

“International Parliamentary Institutions as Organizations,” *Journal of International Organizations Studies* 4:1 (Spring 2013), 104–126.

“The Emergence of International Parliamentary Institutions,” in G.S. Smith and D. Wolfish (eds.), *Who Is Afraid of the State?* (Toronto: University of Toronto Press, 2001), 201–229.

Work History

- 2018–Present Senior Research Fellow for Energy Security: NATO Association of Canada, 2018–Present.
- 2017–Present Advisor for International Energy Diplomacy and Strategic Communications to the Director for Corporate Strategy: [A major pipeline development company in the Black Sea–Caspian Sea region], 2017–Present.
- 2017–Present Senior Fellow: Canadian International Council, 2017–Present.
- 2016–Present Fellow: Fellow, Canadian Energy Research Institute, 2016–Present.
- 1999–Present Contributing Analyst: *Energy Security* (2018–Present), *CACI Analyst* (1999–2016), *Asia Times* (2007–13), *ISN Security Watch* (2009–11), *FSU Oil & Gas Monitor* (1998–2001).
- 1996–2019 Senior Researcher: Institute of European, Russian & Eurasian Studies, Carleton University.
- 2003–2005 Organizational Design Specialist: Parliamentarians for Global Action, New York.
- 2002–2005 Member, Executive Board: Central Eurasian Studies Society; also Member, Publications Committee & Founding Editor, “Perspectives” Section, *Central Eurasian Studies Review*.
- 1998–2004 Consultant to the Special Assistant to the President: a major global energy exploration and development company (2000–04); EastWest Institute, New York (1998–99).
- 2000–2002 Consultant: Caucasus Working Group, Centre for European Policy Studies, Brussels.
- 1989–1998 Research Grant Principal Investigator: SSHRC (1991–94, 1994–96, 1998–2000); Government of Canada (DND, 1989–91; DFAIT, 1993–94); World Society Foundation (1996–98).
- 1985–1988 Post-doctoral Research Fellow: Joint Committee on Soviet Studies, [U.S.] Social Science Research Council and American Council of Learned Societies.
- 1988–1996 Assistant Professor: Department of Political Science, Laval University.
- 1984–1988 Visiting Assistant Professor, Department of Political Science: University of California at Santa Barbara (1985–88); University of Arizona (1984–85).