

Building water leadership capacity

This is not an ADB material. The views expressed in this document are the views of the author/s and/or their organizations and do not necessarily reflect the views or policies of the Asian Development Bank, or its Board of Governors, or the governments they represent. ADB does not guarantee the accuracy and/or completeness of the material's contents, and accepts no responsibility for any direct or indirect consequence of their use or reliance, whether wholly or partially. Please feel free to contact the authors directly should you have queries.

Fiona Chandler

f.chandler@watercentre.org

14 March, 2013

Asia Water Week, Manila

INTERNATIONAL
WATERCENTRE

MEMBERS:





Members



Supporter



Building water leadership capacity



My top 3 messages

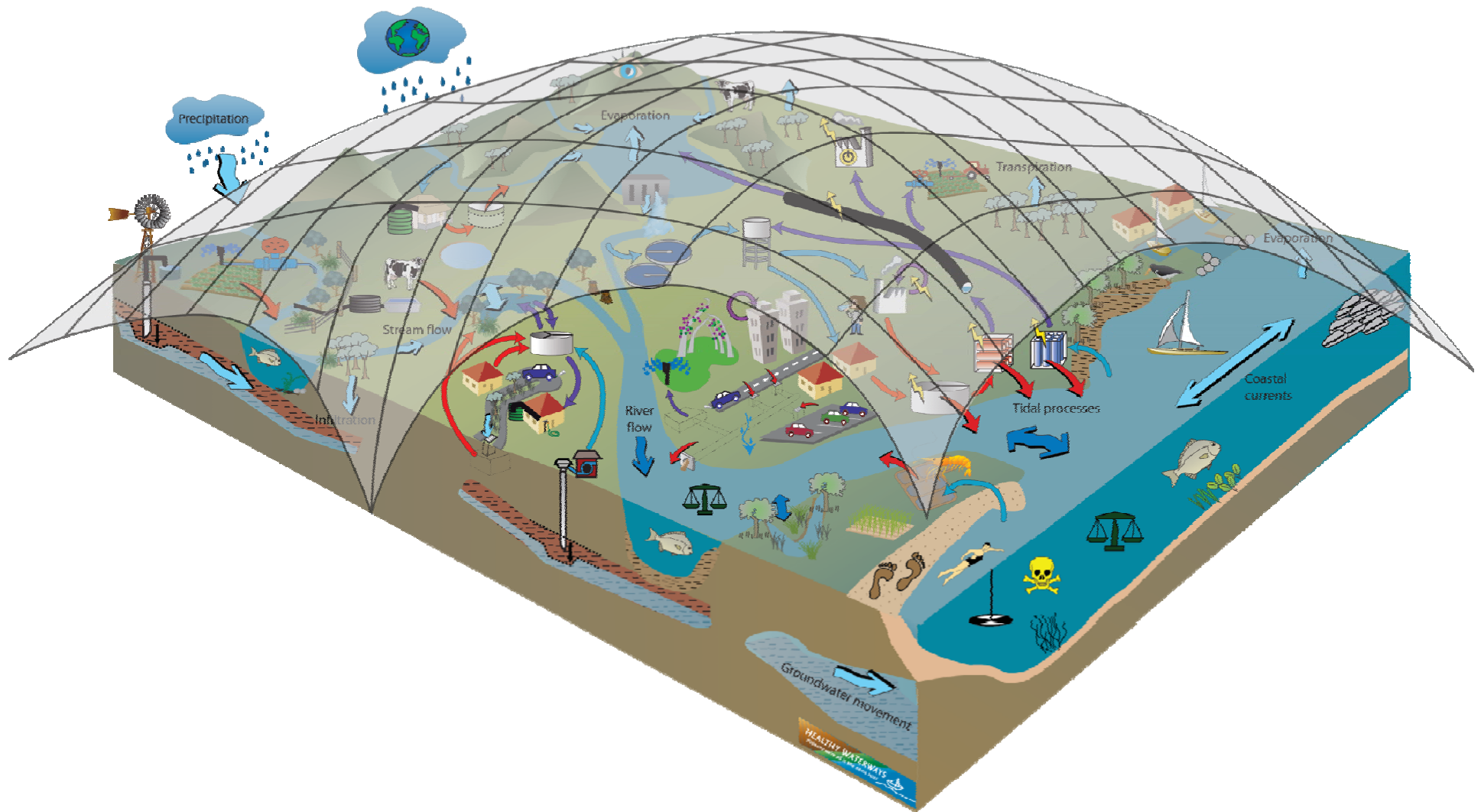
1. Leadership is a fundamental part of integrated water management
2. Leadership as a process of influence
3. Effective leadership is very context specific



Building water leadership capacity

INTERNATIONAL
WATERCENTRE

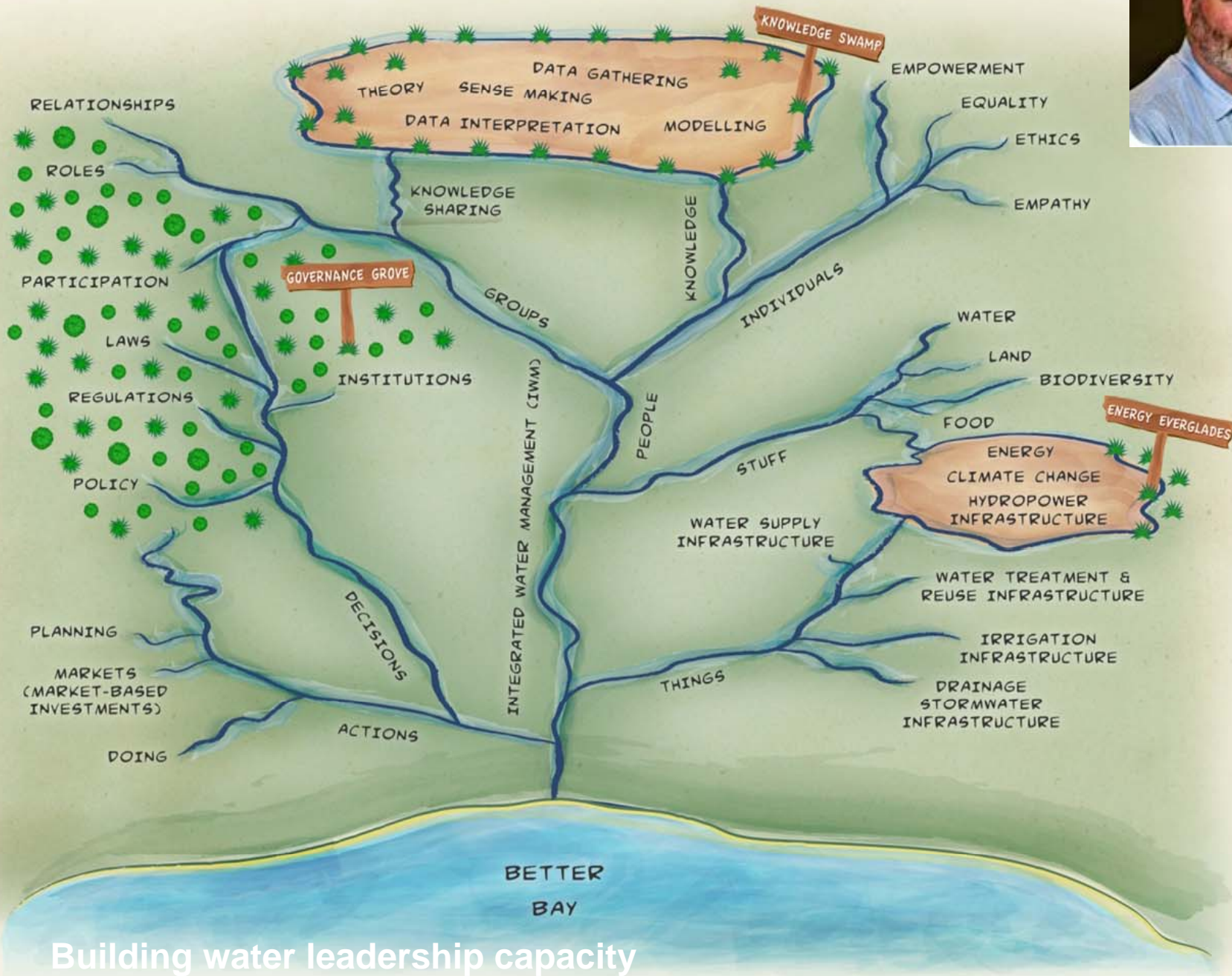
Whole of water cycle ...



Building water leadership capacity

INTERNATIONAL
WATERCENTRE

IWM CONCEPTUAL LANDSCAPE MODEL



Building water leadership capacity

Bulk Water		
Legislation, regulation and/or policy	Level of Gov't	Department
Water Act 2000	State	three different ministers and depts: DNRM, DEWS, and DEHP
Water Supply (Safety and Reliability) Act	State	DEWS
SEQ Water Strategy	State	DEWS

Rural land management		
Legislation, regulation and/or policy	Level of Gov't	Department
Strategic Cropping Land Act 2011	State	DAFF
Agricultural Standards Regulation 1997	State	DAFF
Soil Conservation Act 1986	State	DNRM

Development, building and plumbing		
Legislation, regulation and/or policy	Level of Gov't	Department
Plumbing and Drainage Act 2002	State	DHPW
Queensland Plumbing and Wastewater Code		
Water Efficiency Labelling and Standards Act 2005	State	DEWS
Sustainable Planning Act 2009 (SPA)	State	DSDIP
State Planning Policy for Healthy Waters 2009	State	DEHP

Urban water supply		
Legislation, regulation and/or policy	Level of Gov't	Department
Water Supply (Safety and Reliability) Act	State	DEWS
Public Health Act 2005	State	QHealth
Water Fluoridation Regulation 2008	State	QHealth
Queensland Competition Authority Act 1997	State	DT
SEQ Water (Distribution and Retail Restructuring) Act 2009	State	DEWS

Recycled water		
Legislation, regulation and/or policy	Level of Gov't	Department
Water Supply (Safety and Reliability) Act	State	DEWS
Public Health Act 2005	State	QHealth

Vegetation and conservation		
Legislation, regulation and/or policy	Level of Gov't	Department
Vegetation Management Act 1999	State	DNRM
Vegetation Management Regulation 2000	State	DNRM
Nature Conservation Act 1992	State	DEHP, DNRM, DAFF

Stormwater and flooding		
Legislation, regulation and/or policy	Level of Gov't	Department
State Planning Policy for Healthy Waters 2009	State	DEHP
South East Queensland Regional Plan (2009-2031)	State	DSDIP
State Planning Policy 1/03	State	DSDIP (Community Safety)

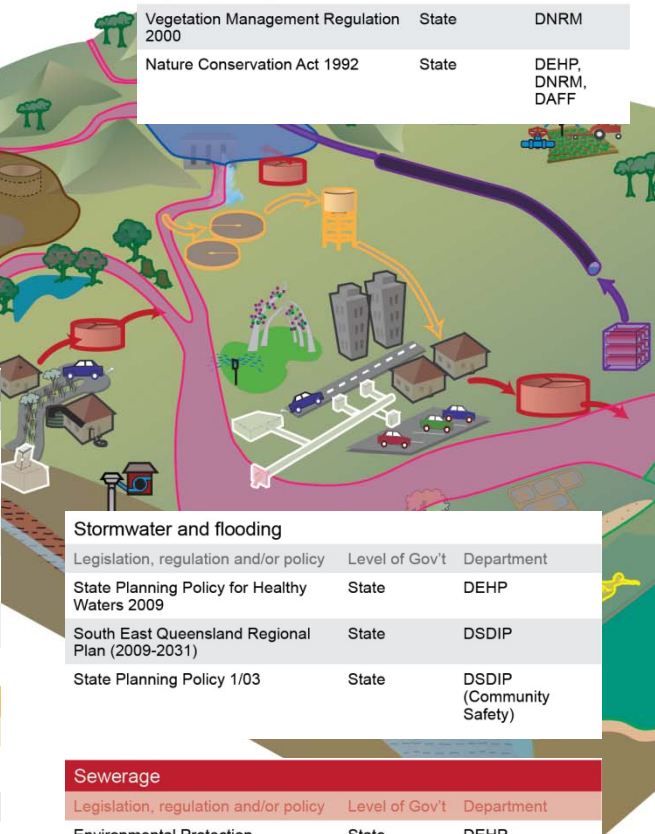
Sewerage		
Legislation, regulation and/or policy	Level of Gov't	Department
Environmental Protection Act 1994 (EP Act)	State	DEHP
Sustainable Planning Act 2009 (SPA)	State	DSDIP and concurrence agencies especially DEHP

Waterway health and water cycle planning		
Legislation, regulation and/or policy	Level of Gov't	Department
Environmental Protection Act	State	DEHP
Environmental Protection (Water) Policy		
Total Water Cycle Management Guidelines	State	DEHP
SEQ Regional Plan 2009-2031	State	DSPiP
Sub Regional TWCM Plans	State, Local	DEWS
Water Act 2000 (Moreton and Mary River Water Resource Plans)	State	DNRM
Local Government TWCM Plans	State, Local	Councils (DEHP oversight)
SEQ Healthy Waterways Strategy 2007-2026	Healthy Waterways Partnership	Partnership with state and local gov'ts
Queensland Water Quality Guidelines 2009	State	DEHP
SEQ Natural Resource Management Plan 2009-2031	State	DNRM

Marine transport		
Legislation, regulation and/or policy	Level of Gov't	Department
Transport Operations (Marine Safety) Act 1994	State	DTMR
Transport Infrastructure Act 1994	State	DTMR
Maritime Safety Act 2002	State	QTMR

Recreational use and fishing		
Legislation, regulation and/or policy	Level of Gov't	Department
Safety in Recreational Water Activities Act 2011	State	DJAG
Fisheries Act 1994	State	Daff

Coastal zones		
Legislation, regulation and/or policy	Level of Gov't	Department
Coastal Protection and Management Act	State	DEHP
State Planning Policy 3/11	State	DEHP
Marine Parks Act 2004	State	DEHP
Environmental Protection and Biodiversity Conservation Act	Federal	DEHP



A changing climate

One Week In Australia

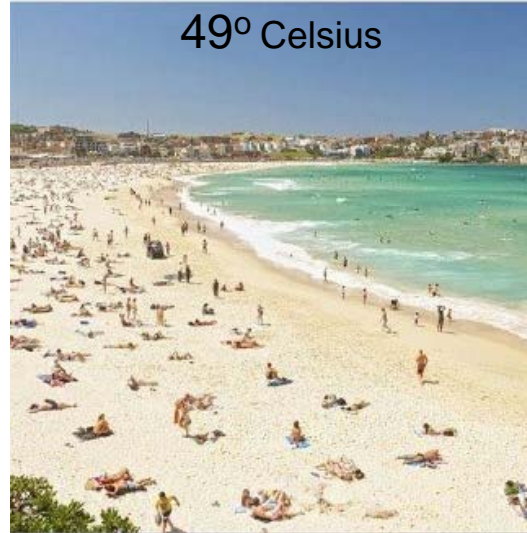


Building water leadership capacity

INTERNATIONAL
WATERCENTRE

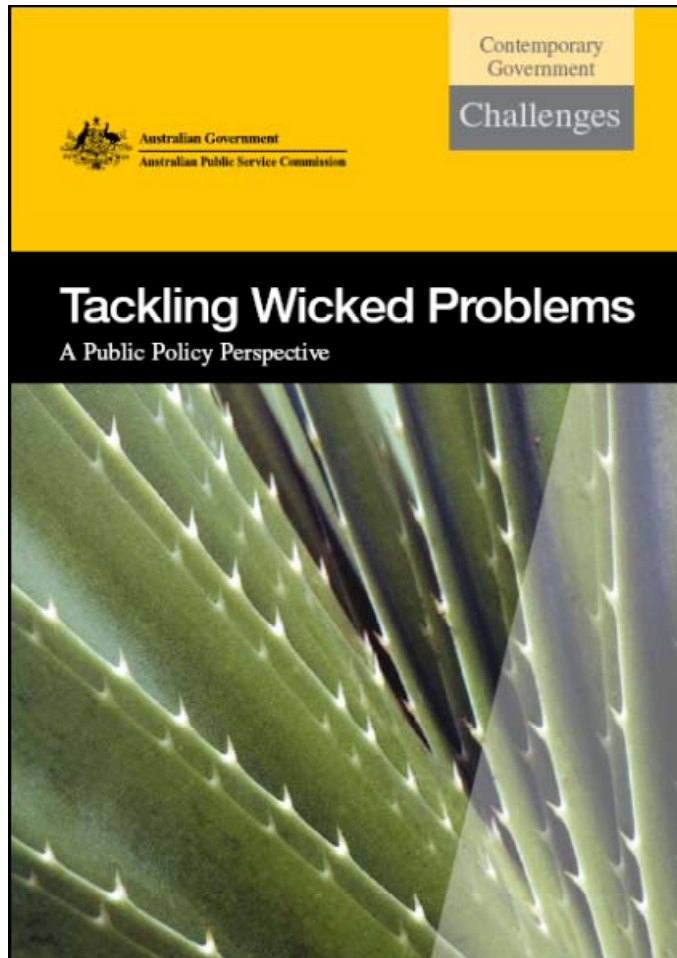
A changing climate

One Week In Australia



Courtesy of D. Hearne

Managing Water as a *Wicked* Problem?



Key Characteristics:

1. Difficult to clearly define problem
2. Many interdependencies
3. Attempts to address problem often leads to unforeseen consequences
4. Problem is not stable
5. There is no clear solution
6. Problem is socially complex
7. Rarely the responsibility of any one organisation
8. Solution involves changing behaviour
9. Characterised by chronic policy failure

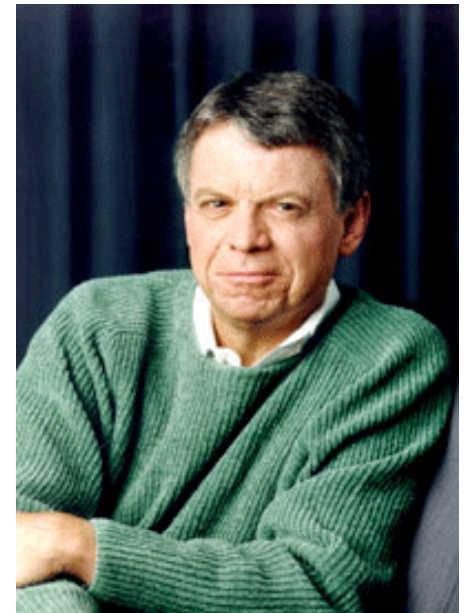
Why build leadership capacity?

- Moving to more integrated ways of managing water is often a major **process of change** that involves adaptive challenges.
- **Rapid, turbulent change** is now common.
- Leadership abilities are essential in this **context**.
- Leadership is needed **throughout organisations**.
- **Research** findings from around the world highlight the value of particular types of water leader.

Leadership and change

- **Professor John Kotter** (2006, p. 14) – Harvard Business School:

“Producing change is about 80% leadership ... and 20% management... In most change efforts, those percentages are reversed. We continue to produce great managers; we need to develop great leaders.”



What do we mean by 'leadership'?

Leadership is like successfully navigating a rapid:

- Develop a shared vision of how to negotiate the rapid
- Coordinate the team's resources and abilities
- Motivate and inspire the team to generate extra effort

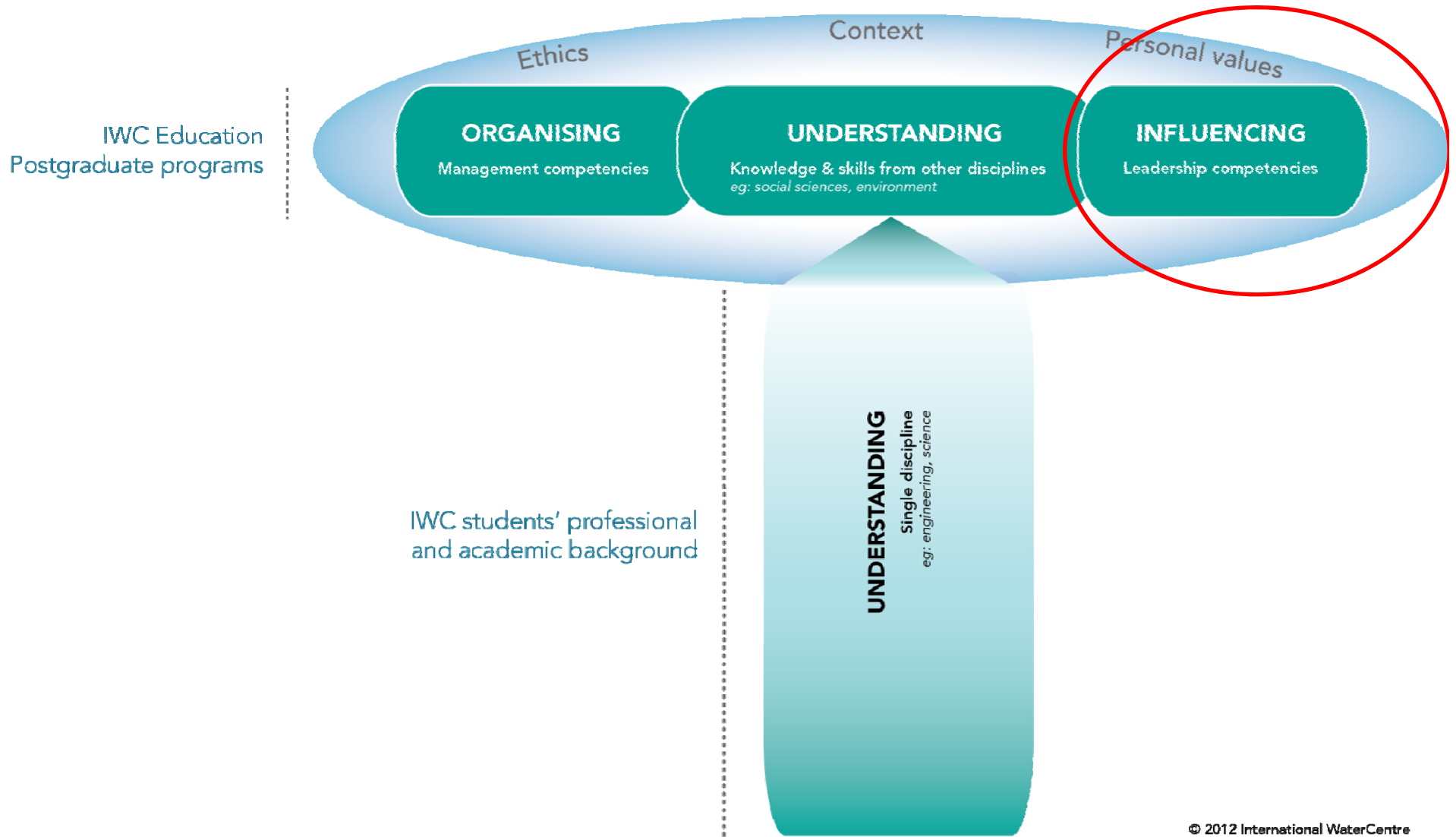


(A. Taylor, 2011)

What do we mean by 'leadership'?

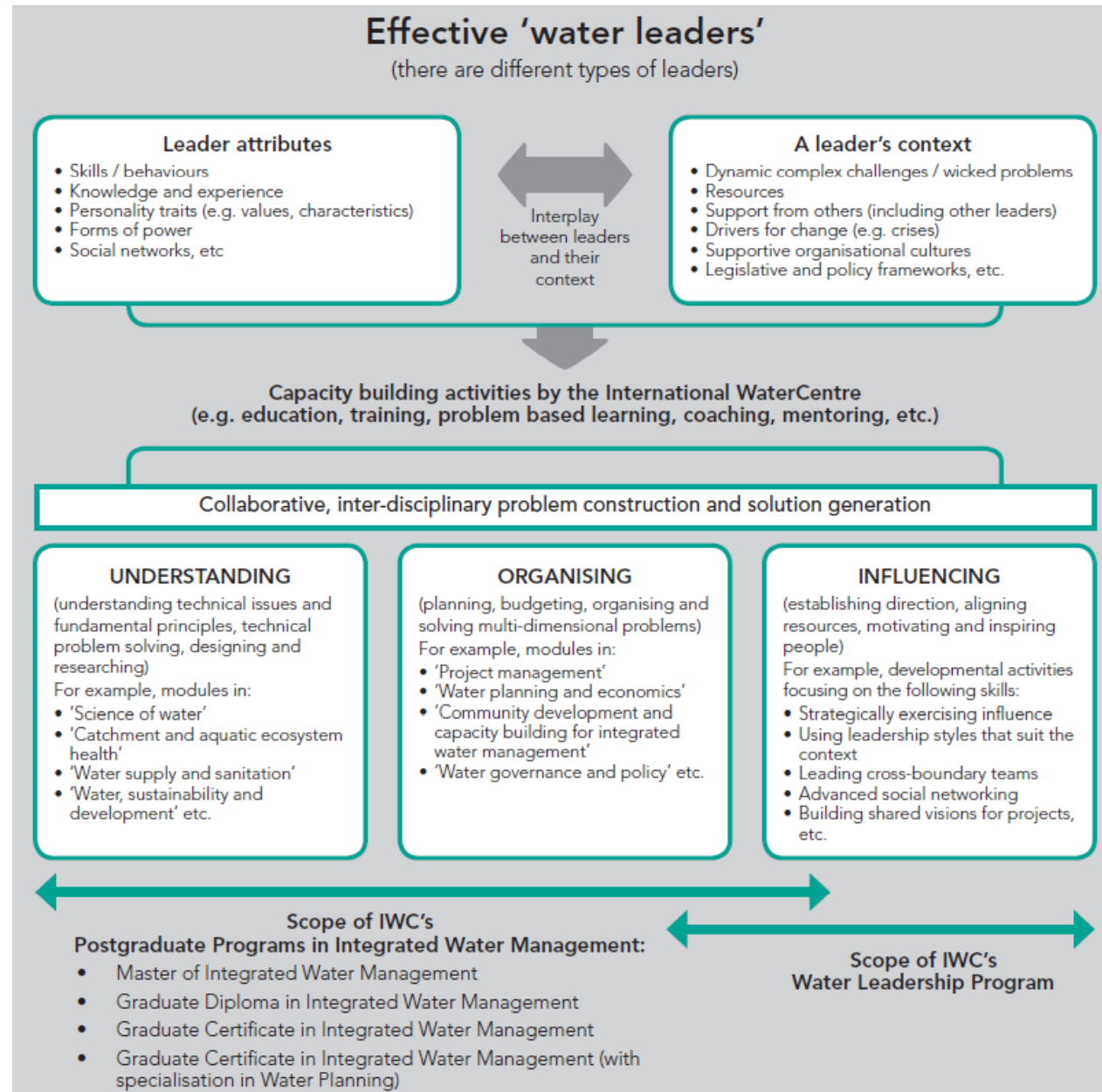
- A **process of influence** that accomplishes three outcomes:
 - **Direction:** a shared understanding (vision) of common goals and strategy.
 - **Alignment:** the coordination of resources and activities.
 - **Commitment:** a commitment to collective success.
- Influence vs. authority.

T-shaped water professionals



© 2012 International WaterCentre

IWC Model: Helping water leaders to be effective



IWC Model - Effective Integrated Water Management Leaders



Abilities / capacity

Integrating & collaborating
(knowledge & skills)

Understanding
(technical knowledge & skills)

Organising
(management knowledge & skills)

Influencing
(leadership knowledge, skills & networks)

Key leadership roles in the water sector

- 3 key water leadership **roles**:
 - **Project champion** – initiate and drive processes of change, highly motivated, excel at exerting influence
 - **Enabling water leader** - people who enable others to find solutions to complex water management problems, create environments for others to interact and collaborate
 - **Team / project leader** – formally responsible for delivering outcomes, need to build, manage and monitor project delivery and build and communicate shared visions

Overview of the IWC Water Leadership Program

- **Elements include:**

- Pre-training exercises and reading
- Customised **360-degree / multi-rater feedback tool**
- Face-to-face **training** – 2 intensives, 7 days, 27 modules
- Individual leadership development **plans**
- Leadership **projects**
- 1 to 1 coaching sessions
- **Mentoring** arrangements (individual & group)
- Monthly on-line discussion forums and learning modules



My top 3 messages

1. Leadership is a fundamental part of integrated water management
2. Leadership as a process of influence
3. Effective leadership is very context specific

Thank you

f.chandler@watercentre.org



www.watercentre.org

INTERNATIONAL
WATERCENTRE