Building water leadership capacity

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14 March, 2013 Asia Water Week, Manila



MEMBERS:











Members









Supporter







My top 3 messages

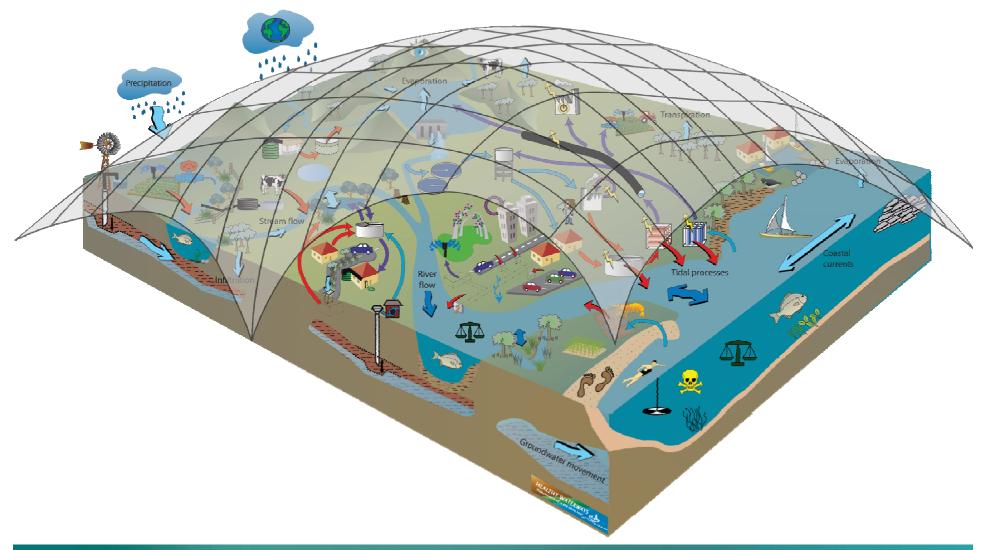
- Leadership is a fundamental part of integrated water management
- 2. Leadership as a process of influence
- 3. Effective leadership is very context specific







Whole of water cycle ...





IWM CONCEPTUAL LANDSCAPE MODEL KNOWLEDGE SWAMP DATA GATHERING EMPOWERMENT SENSE MAKING EQUALITY RELATIONSHIPS DATA INTERPRETATION MODELLING ETHICS KNOWLEDGE KNOWLEDGE EMPATHY SHARING INDIVIDUALS GOVERNANCE GROVE PARTICIPATION GROUPS WATER LAND CIWMI INSTITUTIONS BIODIVERSITY REGULATIONS ENERGY EVERGLADES INTEGRATED WATER MANAGEMENT FOOD STUFF ENERGY CLIMATE CHANGE HYDROPOWER INFRASTRUCTURE WATER SUPPLY INFRASTRUCTURE WATER TREATMENT & REUSE INFRASTRUCTURE PLANNING IRRIGATION INFRASTRUCTURE MARKETS THINGS DRAINAGE (MARKET-BASED STORMWATER INVESTMENTS) INFRASTRUCTURE ACTIONS DOING BETTER BAY **Building water leadership capacity**

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

Recycled water	
Legislation, regulation and/or policy	Level of
Water Supply (Safety and Reliability) Act	State
Public Health Act 2005	State

Vegetation Management Act 1999

Nature Conservation Act 1992

Vegetation Management Regulation State 2000

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		

State

DNRM DNRM

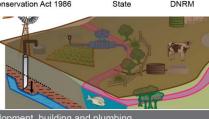
DEHP, DNRM,

DAFF

	Legislation, regulation and/or policy	Level of Gov t	Departme
	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	Partnersh with state and local gov'ts
1	Queensland Water Quality Guidelines 2009	State	DEHP

Waterway health and water cycle planning





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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

State

State

State

State

State

DEWS
QHealth
QHealth
DT

DEWS

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)

	- Table	
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

E.E.	2009	
(ASS)		

State

DNRM

SEQ Natural Resource

Management Plan 2009-2031

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		

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

Water Supply (Safety and Reliability) Act

Water Fluoridation Regulation 2008

Queensland Competition Authority

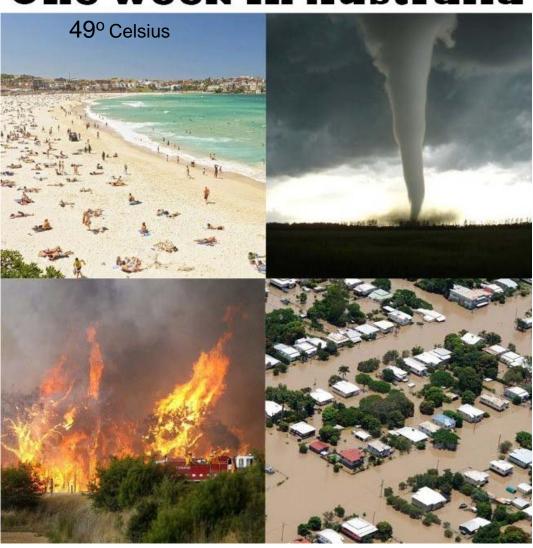
SEQ Water (Distribution and Retail

Public Health Act 2005

Restructuring) Act 2009

A changing climate

One Week In Australia





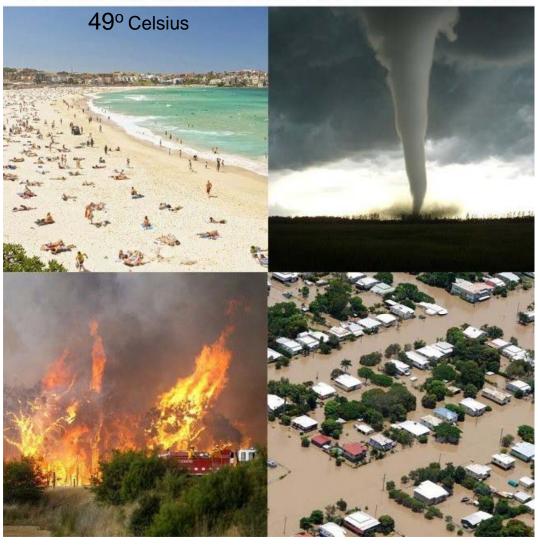


A changing climate



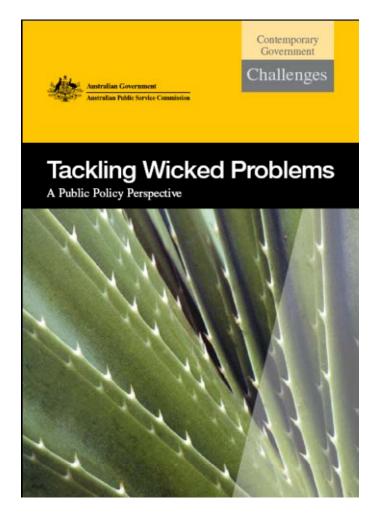


One Week In Australia





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 unforseen 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



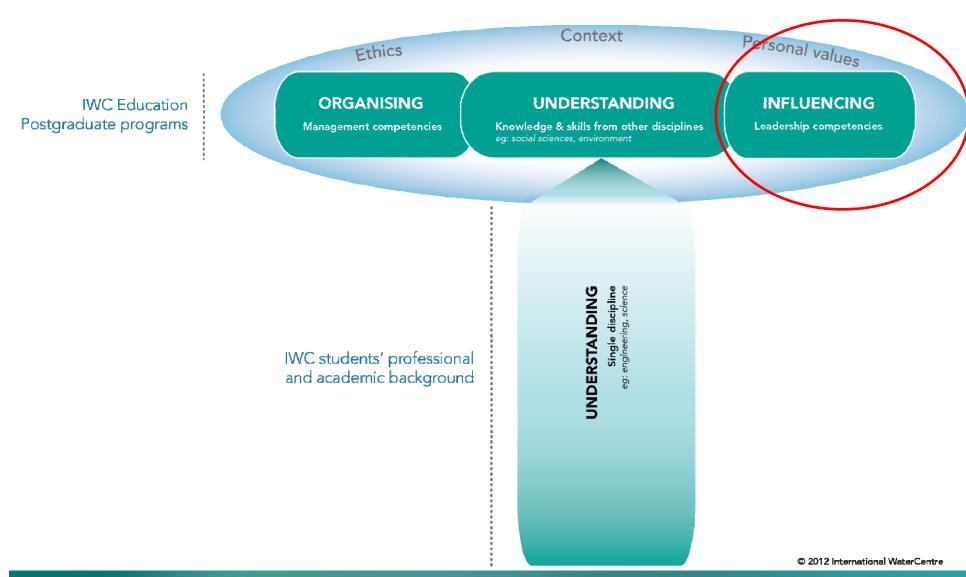


What do we mean by 'leadership'?

- A process of <u>influence</u> 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



WATERCENTRE

IWC Model: Helping water leaders to

effective

be

Effective 'water leaders'

(there are different types of leaders)

Leader attributes

- Skills / behaviours
- Knowledge and experience
- Personality traits (e.g. values, characteristics)
- Forms of power
- Social networks, etc.



and their

context

A leader's context

- Dynamic complex challenges / wicked problems
- Resources
- Support from others (including other leaders)
- Drivers for change (e.g. crises)
- Supportive organisational cultures
- Legislative and policy frameworks, etc.

Capacity building activities by the International WaterCentre (e.g. education, training, problem based learning, coaching, mentoring, etc.)

Collaborative, inter-disciplinary problem construction and solution generation

UNDERSTANDING

(understanding technical issues and fundamental principles, technical problem solving, designing and researching)

For example, modules in:

- 'Science of water'
- 'Catchment and aquatic ecosystem health'
- · 'Water supply and sanitation'
- 'Water, sustainability and development' etc.

ORGANISING

(planning, budgeting, organising and solving multi-dimensional problems) For example, modules in:

- 'Project management'
- 'Water planning and economics'
- 'Community development and capacity building for integrated water management'
- 'Water governance and policy' etc.

INFLUENCING

(establishing direction, aligning resources, motivating and inspiring people)

For example, developmental activities focusing on the following skills:

- Strategically exercising influence
- Using leadership styles that suit the context
- Leading cross-boundary teams
- Advanced social networking
- Building shared visions for projects, etc.

Scope of IWC's

Postgraduate Programs in Integrated Water Management:

- Master of Integrated Water Management
- Graduate Diploma in Integrated Water Management
- Graduate Certificate in Integrated Water Management
- Graduate Certificate in Integrated Water Management (with specialisation in Water Planning)

Scope of IWC's Water Leadership Program



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

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