

Leadership to Deliver Water Sensitive Communities: The Case for a New Mindset

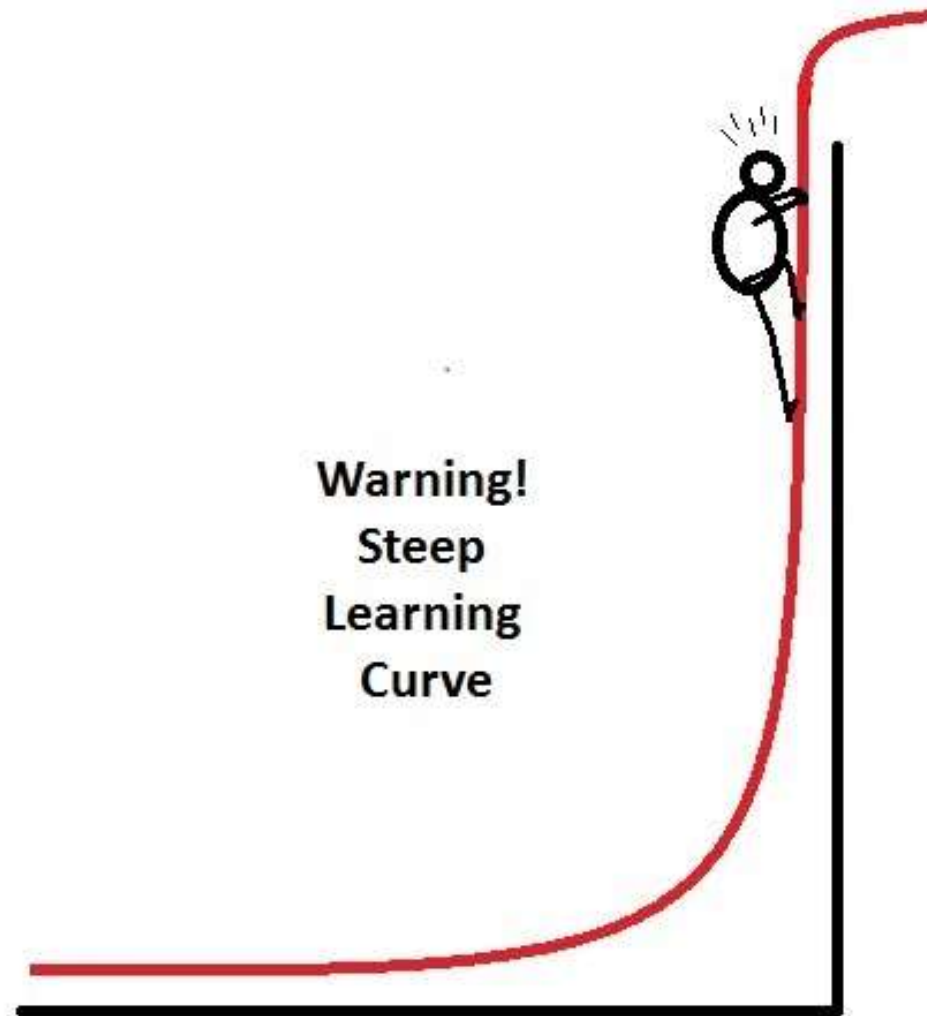
www.watercentre.org

André Taylor

Stormwater Victoria Conference
June 2018
Melbourne



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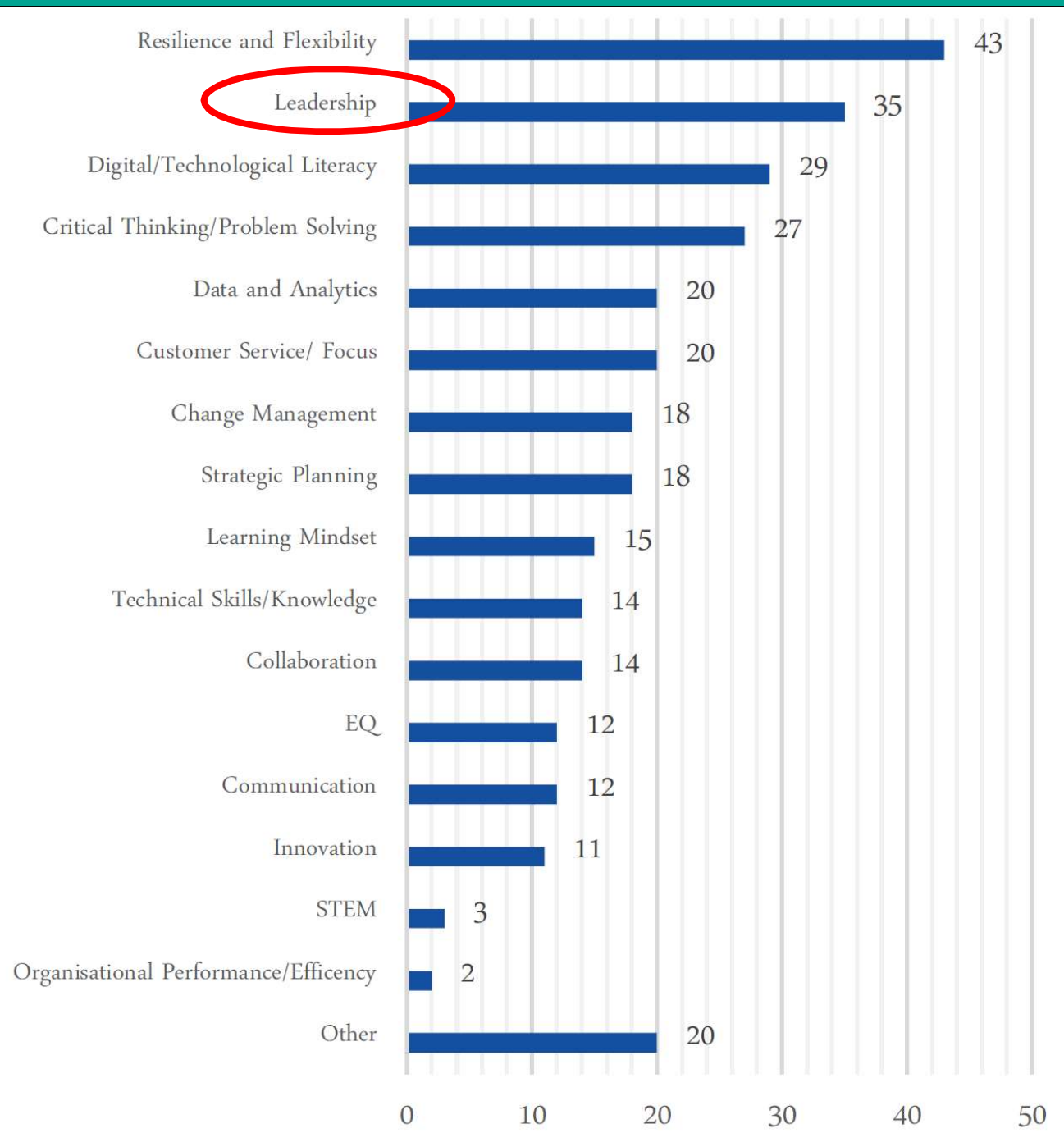
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The top capacities that we will need in future (WSAA, 2017).



**WORKFORCE SKILLS
OF THE FUTURE**



STORMWATER
VICTORIA
2018 CONFERENCE

2 concepts

5 practical keys



Leadership

- A **process of influence** that delivers:



HEALTHY WATERWAYS



Leader Identity



Professional development

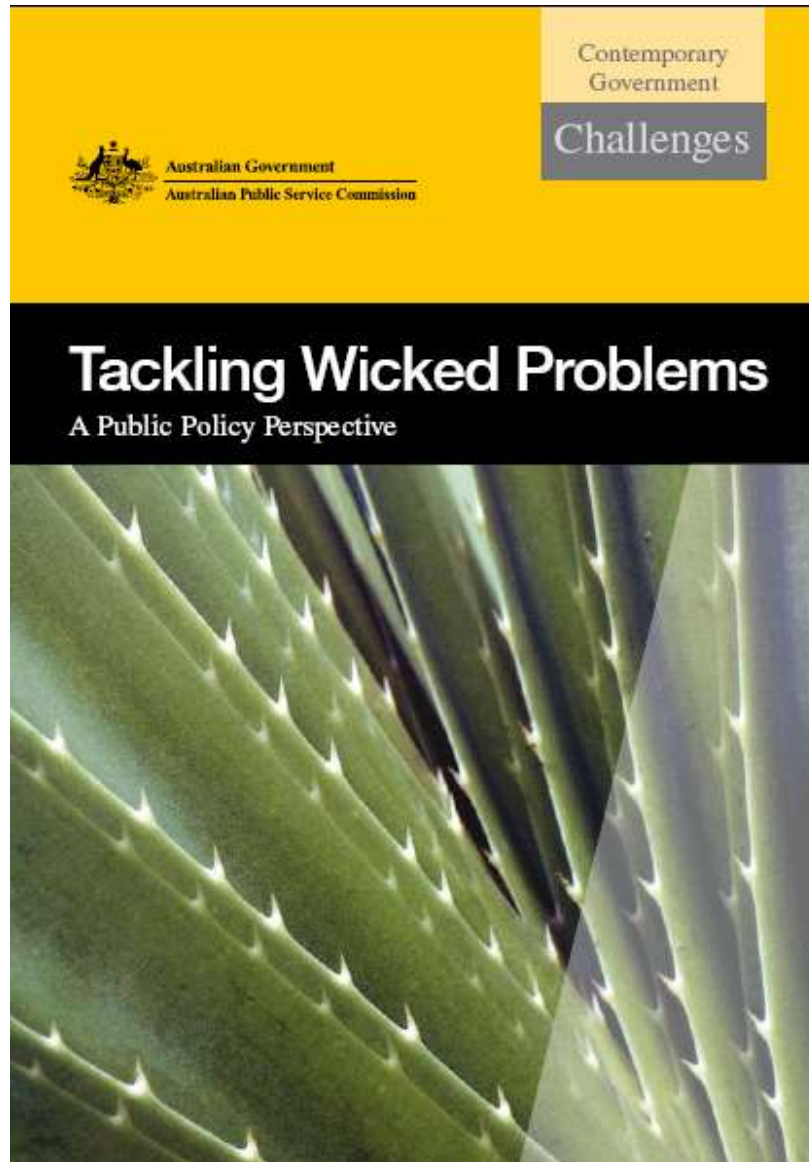
Water Leadership Program

Nine months distance/online – five days in Brisbane

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Water leadership for the future



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Complex (adaptive) challenges

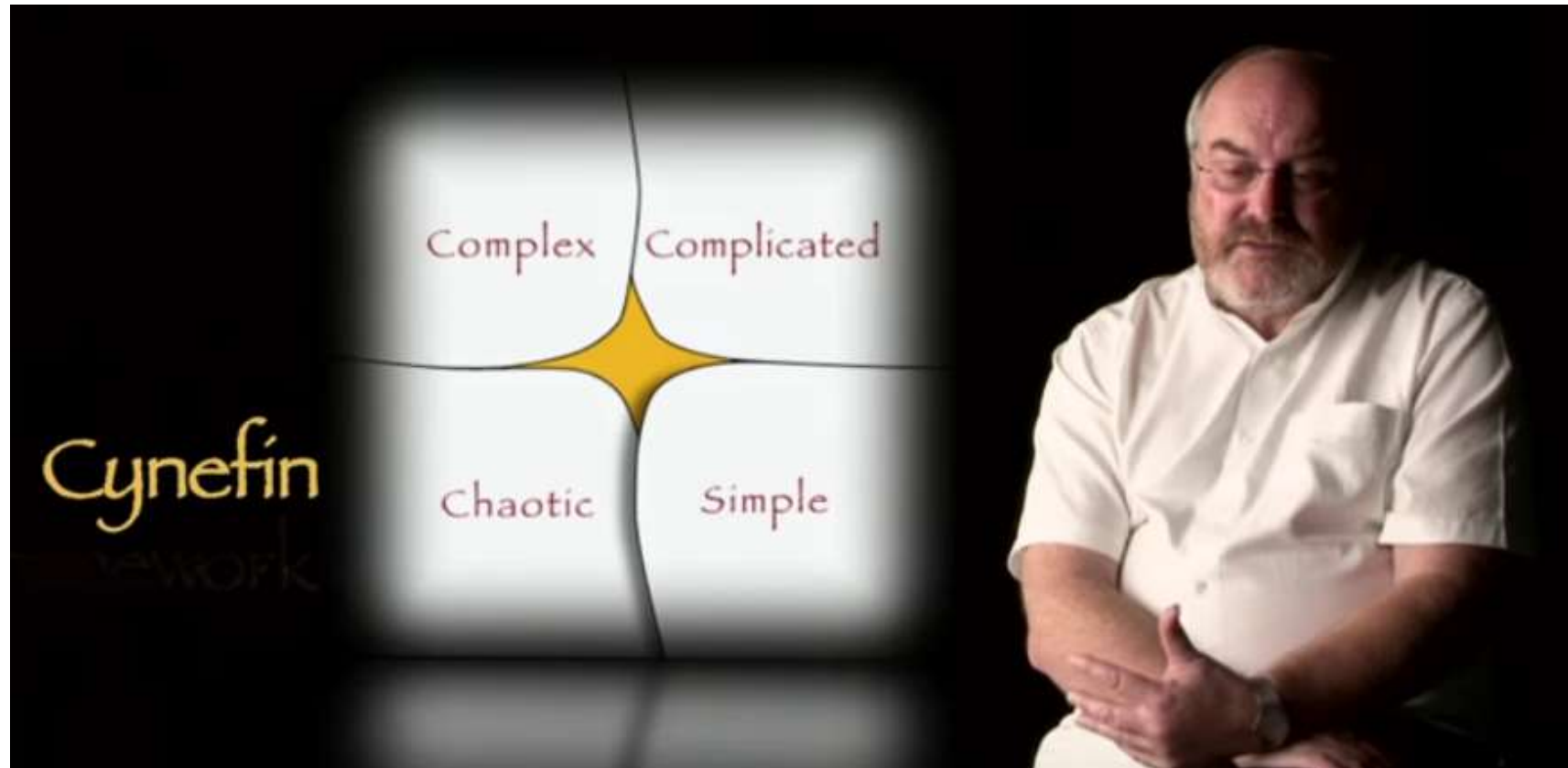
- Stakeholders often disagree on the nature of the problem.
- Involves complex systems, and evolves over time.
- The relationship between actions and outcomes is unpredictable.
- Solutions are not known - need to experiment and 'learn by doing'.
- Requires changes in beliefs and behaviours.
- Requires change in numerous places (cross-boundary). ...

Complicated (technical) challenges

- Easy to identify and stakeholders agree on the problem.
- The relationship between actions and outcomes is predictable.
- Can be solved by an expert.
- Solutions can often be implemented quickly.
- Requires change in just one or a few places. ...

Source: Modified from Flower (1995), Heifetz *et al.* (2004), and Heifetz and Linsky (2002).

Cynefin Framework



Complicated (technical) challenges



Complex (adaptive) challenges



CREATING WATER SENSITIVE CITIES IN AUSTRALIA

Hosted by:



National Urban Water
Governance Program



MONASH University



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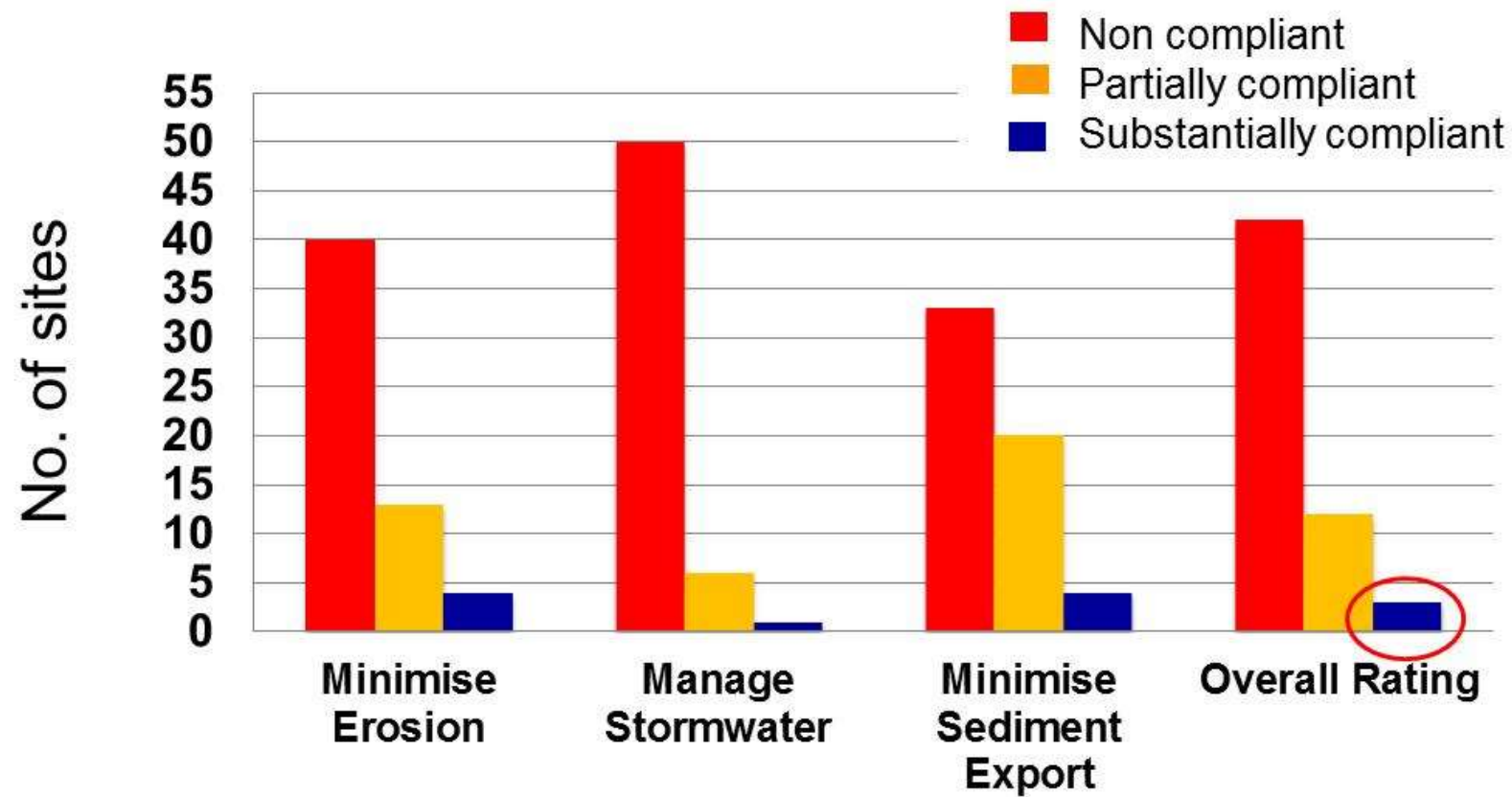


1. Carefully diagnose complicated versus complex challenges.



Diagnosis





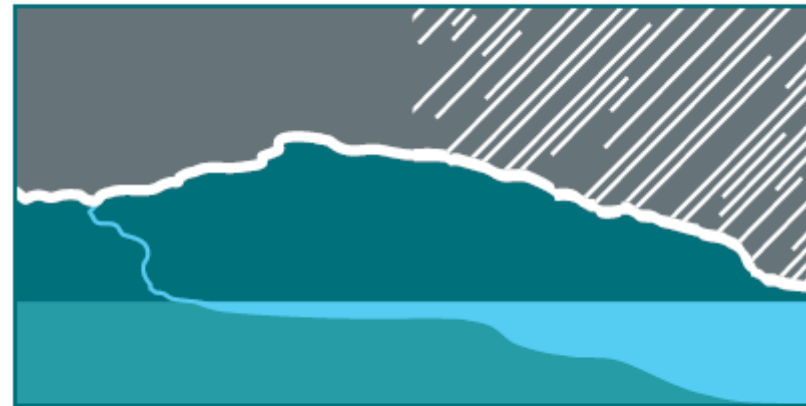
2. Build sandpits.





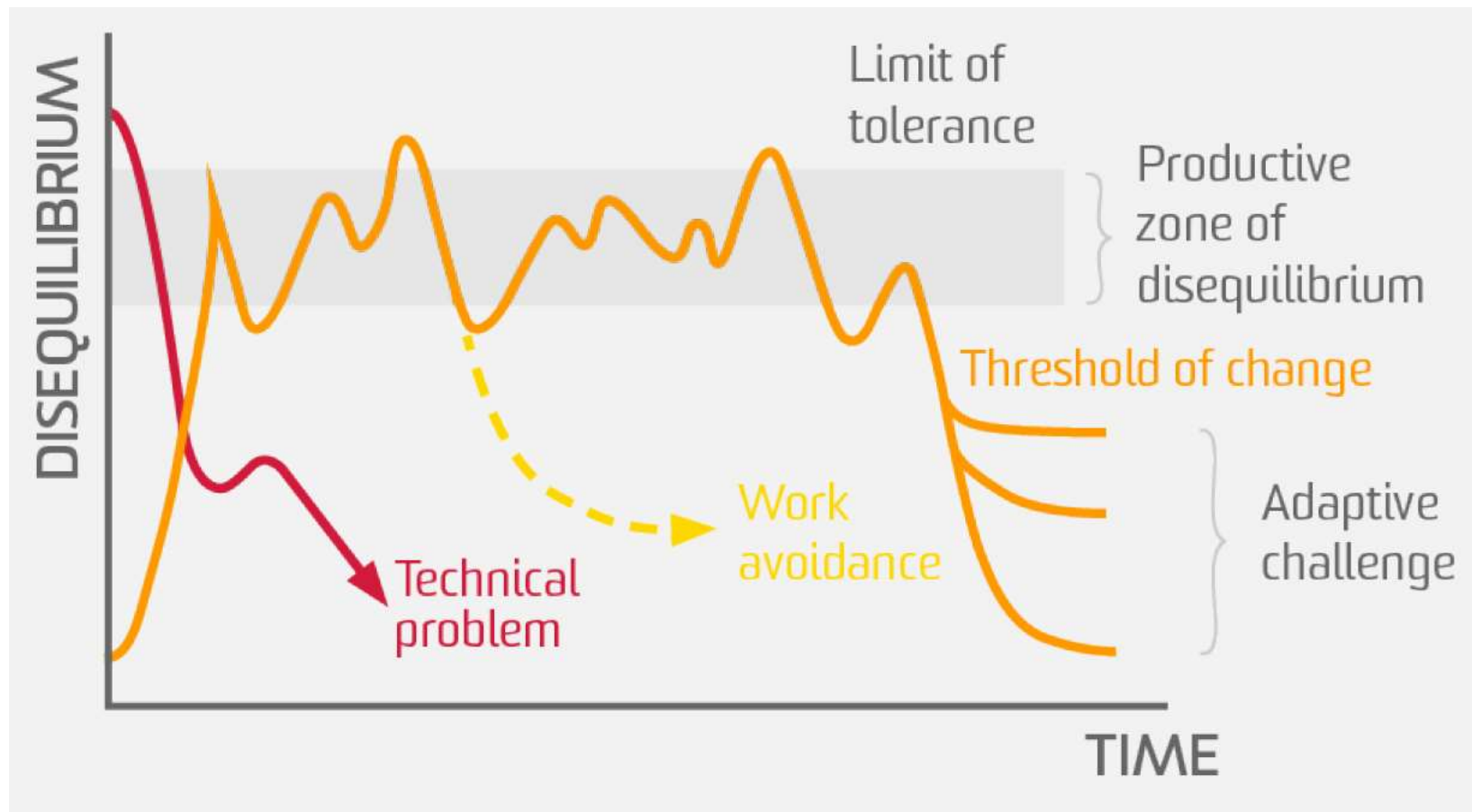


COOPERATIVE RESEARCH CENTRE FOR



CATCHMENT HYDROLOGY

3. Be prepared to spend time in the zone of disequilibrium.



Cross the river by feeling the stones with your feet







4. Build the capabilities needed for adaptive leadership.



John Fien and Sam Wilson's '5 Cs':

- **Collaboration**
- **Character**
- **Continuity of commitment**
- **Competence**
- **Communication**



5. Take off the 'expert hat'.

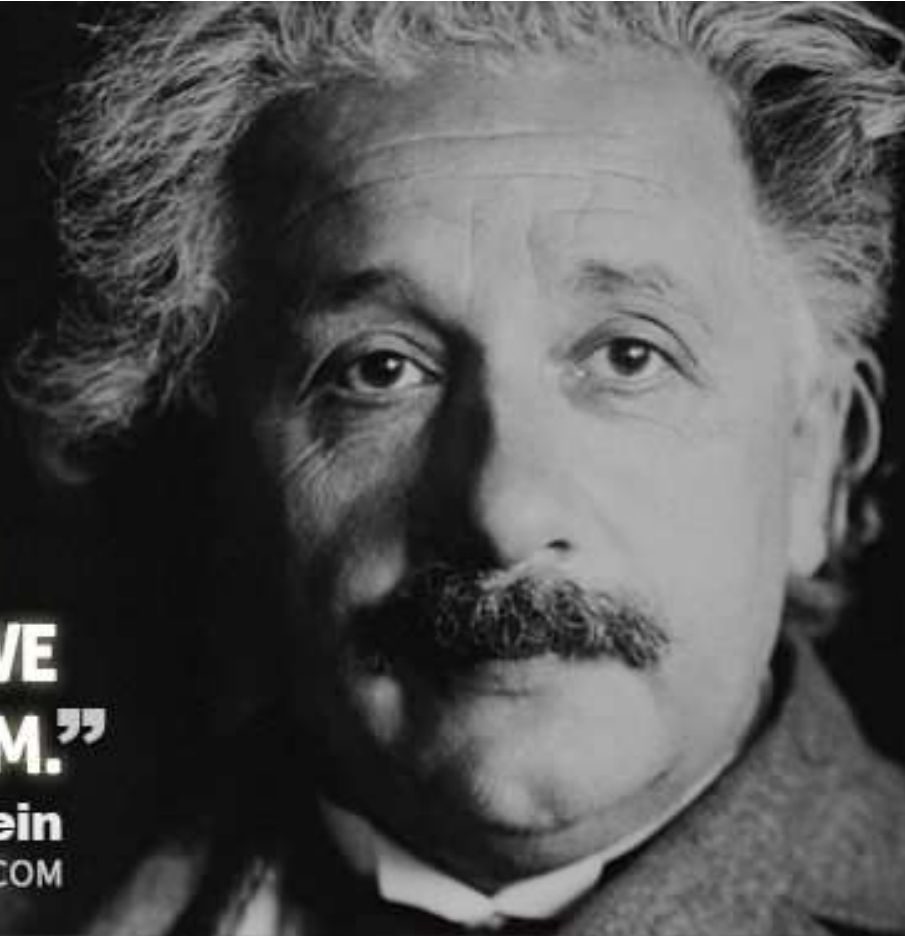


Emeritus Professor Russell Mein AM

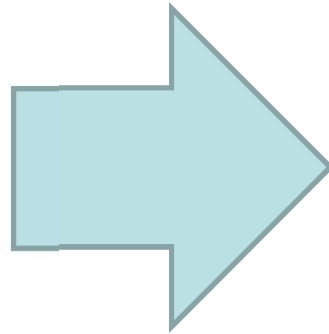


**“WE CANNOT
SOLVE OUR
PROBLEMS
WITH THE
SAME
THINKING WE
USED WHEN WE
CREATED THEM.”**

Albert Einstein
ADDICTED2SUCCESS.COM



Key Message



Diagnosis