

IWC Water Leadership Program



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What is 'leadership'

- International Water Centre - 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:** personal commitment to collective success.



McCauley (2014).

Leadership vs Management

(Kotter, 1990)

Management

Coping with Complexity

- Budgets
- Small, Isolated Problems
- Stability
- Today and Tomorrow

Leadership

Coping with Change

- Vision
- Large, complex problems
- Long Term Planning
- The Future

Why Invest in Leadership?

Leadership is about Influence

“The key to successful leadership today is influence, not authority”



Dr Ken Blanchard

What is the
IWC Water Leadership Program?

Key features

- A nine-month, feedback intensive leadership development program that runs each year (Dec – Aug).
- Aims to help emerging water leaders at the project to middle management level to initiate and drive change.
- Has been running since 2011, with ~25 participants per year.
- Involves a diverse range of learning methods / activities.
- The design and content is informed by IWC research.

Specific aims of the program

- ◉ **To help emerging water leaders to be more effective at exercising influence, driving change and advancing more integrated forms of water management.**
- ◉ To build self-awareness.
 - To identify specific leadership development needs.
 - To strengthen key leadership skills.
 - To help participants to continue to develop as leaders over their careers.



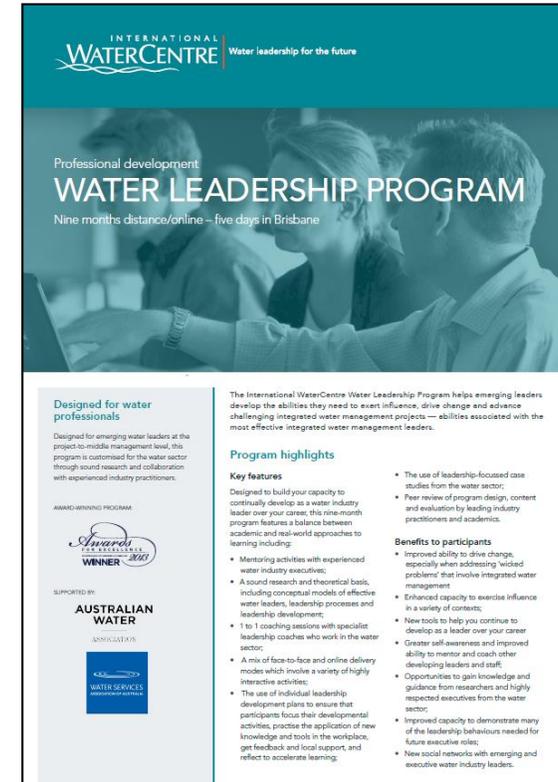
Aims of the program (cont.)

- To facilitate many developmental experiences that provide:
 - challenge;
 - feedback;
 - support; and
 - reflection.
- To foster a peer support network.
- To provide easy access to relevant leadership literature.



Program philosophy

- Leadership can be taught and learnt.
- A 'feedback-intensive' program design will be most effective.
- The program should be informed by research.
- The design should allow opportunities to reflect deeply and build self-awareness.
- The design should prepare emerging leaders to play common leadership roles in the water sector.



INTERNATIONAL WATERCENTRE | Water leadership for the future

Professional development
WATER LEADERSHIP PROGRAM
Nine months distance/online – five days in Brisbane

Designed for water professionals
Designed for emerging water leaders at the project-to-middle management level, this program is customised for the water sector through sound research and collaboration with experienced industry practitioners.

AWARD-WINNING PROGRAM
Awards for Excellence
WINNER 2005

SUPPORTED BY
AUSTRALIAN WATER ASSOCIATION
WATER SERVICES ASSOCIATION OF AUSTRALIA

The International WaterCentre Water Leadership Program helps emerging leaders develop the abilities they need to exert influence, drive change and advance challenging integrated water management projects — abilities associated with the most effective integrated water management leaders.

Program highlights

Key features
Designed to build your capacity to continually develop as a water industry leader over your career, this nine-month program features a balance between academic and real-world approaches to learning including:

- Mentoring activities with experienced water industry executives;
- A sound research and theoretical basis, including conceptual models of effective water leaders, leadership processes and leadership development;
- 1 to 1 coaching sessions with specialist leadership coaches who work in the water sector;
- A mix of face-to-face and online delivery modes which involve a variety of highly interactive activities;
- The use of individual leadership development plans to ensure that participants focus their developmental activities, practise the application of new knowledge and tools in the workplace, get feedback and local support, and reflect to accelerate learning.

Key features

- The use of leadership-focused case studies from the water sector;
- Peer review of program design, content and evaluation by leading industry practitioners and academics.

Benefits to participants

- Improved ability to drive change, especially when addressing 'wicked problems' that involve integrated water management
- Enhanced capacity to exercise influence in a variety of contexts;
- New tools to help you continue to develop as a leader over your career
- Greater self-awareness and improved ability to mentor and coach other developing leaders and staff;
- Opportunities to gain knowledge and guidance from researchers and highly respected executives from the water sector;
- Improved capacity to demonstrate many of the leadership behaviours needed for future executive roles;
- New social networks with emerging and executive water industry leaders.

Program philosophy (cont.)

- Participants should own their development process.
 - Individual Leadership Development Plan (ILDLP)
- ⦿ The '70:20:10 rule'
 - 10% from structured learning
 - 20% from feedback and support from others
 - 70% from on-the-job experience
- The program should involve academic specialists and industry leaders.
- ⦿ It should be enjoyable!

My Experience

First steps

- Reflection – what did I want to work on?
 - Be stronger and more confident about decisions
 - Take demands/suggestions without acting on them straight away
 - Be consistent
 - Be more direct and act on issues straight away
 - Be a stronger leader with clearly defined ethics and beliefs, and be consistent with them
 - Be someone my staff can rely on
- Prepare for the 5 Day Intensive in Brisbane
- **360 Degree Feedback – myself and my colleagues**

February Workshop
5 Days of Intensive Leadership Learning



Key Takeaways

- Feedback – SBI Method (Situation, Behaviour, Impact)
 - Proven method for providing useful feedback
- E.g.
 - Situation – “In the meeting this morning.....”
 - Behaviour – “you were talking to Kyle a fair bit while Jan was speaking.....”
 - Impact – “ ...which I felt was disrespectful towards Jan.”

Key Takeaways

- 6 Leadership Roles (Taylor *et al.* 2015)
 - Project Champion – Initiate and push change
 - Enabling Leader – Provides the environment to foster and create change for others (staff)
 - Cross-Boundary Leader – Leads a team from different departments/organisations with little authority
 - Thought Leader – Provides high levels of credibility and expertise
 - Strategic Leader – Provides a shared vision, and strategy to achieve it
 - Trusted Advisor – Credible, independent expert who influences and directs change politically

Key Takeaways

- 5 Practices of Transformational Leadership
(Kouzes & Posner, 2007)
 - Model the Way – Lead by example
 - Inspire a Shared Vision – Provide the vision for change
 - Challenge the Process – Seek ways to change and take appropriate risks
 - Enable Others to Act – provide the environment for others to thrive
 - Encourage the Heart – Recognise contributions and celebrate victories

Key Takeaway – Shared Experiences



During the Program

Individual Leadership Development Plan (ILDLP)

- Purpose
 - Strategy to improve as a leader
 - Identify what I need to improve on and how I will improve on it
- My Three Areas of Focus
 - Self Leadership – How I manage myself to be the best I can be
 - Team Leadership – How I lead a team and get the most out of them
 - Authenticity – Be the person behind the role

Online Discussion Activities

- Self Leadership: Leading Yourself for Excellence
- Apollo 13 – A Film Case Study
 - Jim Lovell
 - Gene Kranz
- Leadership Pitfalls and the Correct Execution of Strategy
- 12 Angry Men – A Film Case Study
 - Juror No. 8 (Henry Fonda)
- Exploring 3 Leadership Scenarios

Coaching Sessions with Coach Wouter

- Mentoring vs Coaching
- Coaching – GROW
 - Goal
 - Reality
 - Options
 - What's Next?



Mentoring

- Need to develop one or more mentoring relationships as part of the program
- Need to have at least 3 mentoring conversations during the program
- Module on mentoring provides some guidance
- Great way to get advice!

Leadership Project

- Incorporated into the Individual Leadership Development Plan
- Work-related (or any) project involving leadership
- Opportunity to apply aspects from program to your workplace
- Incorporated into Leadership Plan
- To be completed (or near completion) before end of program
- LEADERSHIP vs MANAGEMENT

My Project – Mentoring Program

- Develop the basis of a mentoring program for the Water Directorate
- Would address some areas of focus in the Directorate's Strategic Plan
 - Networking
 - Training for Regional Councils
 - Improve Project Management capabilities
- Investigate how others have facilitated similar programs
 - What they did well
 - What they didn't do well
 - How it was structured
- Areas of Leadership used
 - Influence – Getting others on board with my idea
 - Networking – Using my networks to get information/ideas for program
 - Project Champion – Pushing positive change

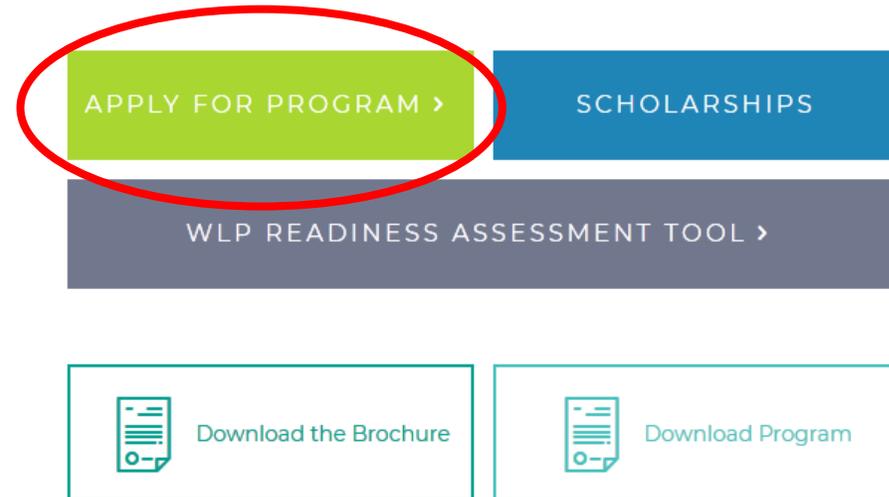
How can you access the
IWC Water Leadership Program?

Scholarship option

- Scholarships open on 1 July and close on 30 September.
- Several scholarships available for the program, funded by various organisations.
- Water Directorate Scholarship:
 - **Valued at \$11,500** – covers cost of program (\$10,500) with additional \$1,000 for travel.
 - Additional information - <https://watercentre.org/study/scholarships/nsw-water-directorate-water-leadership-program-scholarship/>

Full fee paying option

- Begins 1st December 2019
- First served basis.
- Cost: \$10,500 AUD plus 10% GST.
- Costs can be spread over 2 financial years.
- Typically tax deductible.
- Does not include travel or accommodation costs.

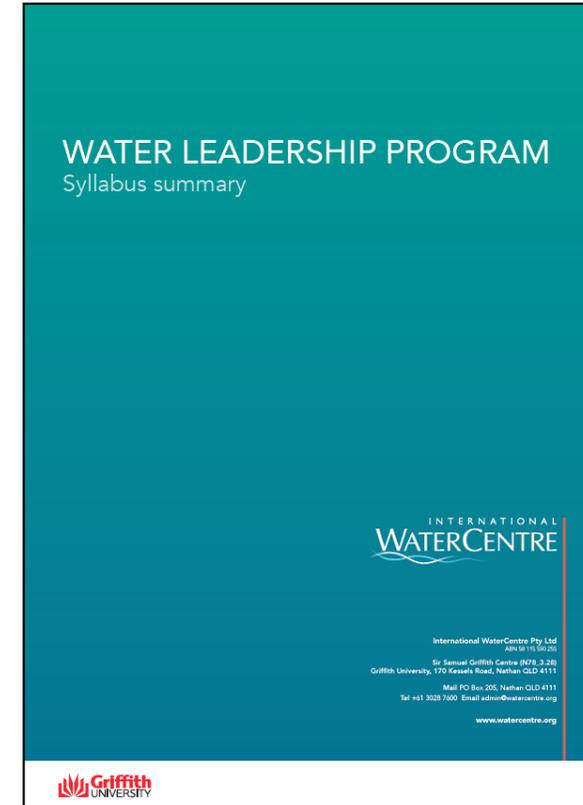


More info

<https://watercentre.org/courses/water-leadership-program/>

Want more information?

- See the website for:
 - Program brochure.
 - Program syllabus (incl. testimonials).
 - Scholarships details.
 - Online form to directly apply.



<http://watercentre.org/water-leadership-program>

Any questions?