# Waterdrive
# – regarding leadership

## WP2-meeting in Copenhagen

Magnus Ljung, SLU

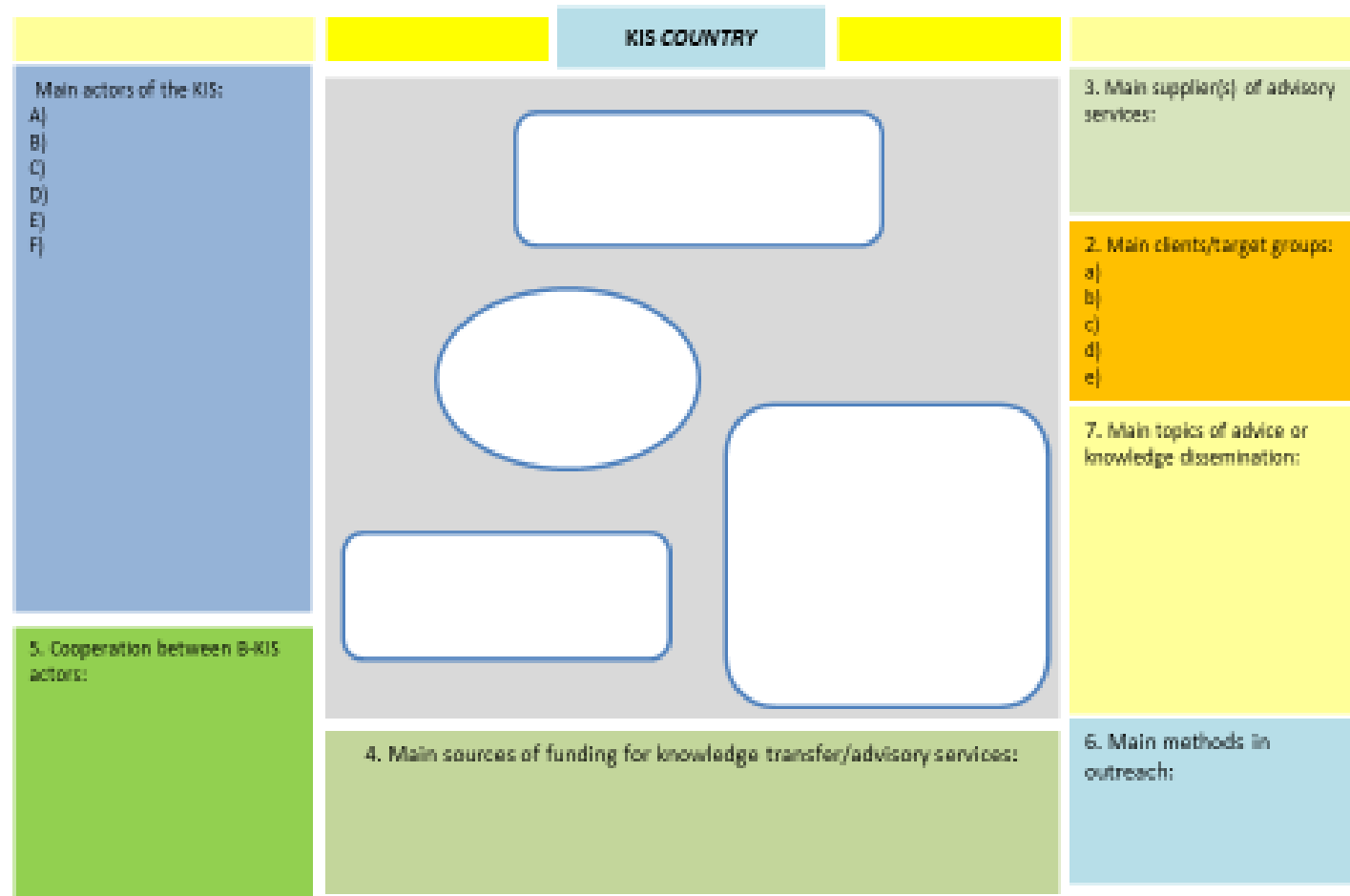2019-10-30

# Different governance approaches

| Ideal governing modes | | | |
|---|---|---|---|
| *Operational principles based on governing orders* | **Self-governance** | **Co-governance** | **Hierarchical governance** |
| *Principle for understanding the system* | Independence | Interdependence | Dominion |
| *Organizational principle* | Open participation | Semi-structured participation and representation | Closed participation and representation |
| *Goals and objectives* | Internally defined | Negotiated and deliberated | Centrally planned |
| *Identified capacity for governing and problem-solving* | Bottom-up | Horizontal and vertical coordination, market based | Top-down |
| *Legitimating mechanism* | Voluntarism | Partnerships | Authority control |
| *Means and resources* | Information based self-regulation, monitoring and sanctioning | Voluntary schemes and framework legislation, Evaluation | Detailed regulation, administration, inspection and surveillance |
| *Legitimate knowledge* | Stakeholder knowledge | Multiple knowledge sources | Expert knowledge |
| | *Self-management organization, and -determination Mobilization* | *Coordination Organization Deliberation Negotiation* | *Regulation Implementation Coercion Juridification* |

*Left vertical labels: Governing elements — Images, Instruments, Action*

Löf, 2014

- The collaborative turn in policy is a general trend in governence

- Co-governance, co-innovation, multi-stakeholder approaches, etc all reflects this

- In each country and each policy area we have different mixes of the governance modes

# Understanding the institutional structure

Knowledge and Innovation System for Waterdrive in *COUNTRY*

KIS COUNTRY

Main actors of the KIS:
A)
B)
C)
D)
E)
F)

3. Main supplier(s) of advisory services:

2. Main clients/target groups:
a)
b)
c)
d)
e)

7. Main topics of advice or knowledge dissemination:

5. Cooperation between B-KIS actors:

4. Main sources of funding for knowledge transfer/advisory services:

6. Main methods in outreach:

# Universal process design



**Understanding the problem situation**
- interpretation of and applying universal models in a local context

**Assumptions and perspective**

Your basic values will guide you all the way from interpretation of the situation to what methods to choose and how you act as a process facilitator.

**Understanding the preconditions**
- assignment
- resources
- collaborative potential
- etc.

**Choosing approach**
- focus on learning, envisioning, conflict management, etc.?

**Choosing method**
- degree of structure, phases, balancing historical, situational and future analysis, etc?

**Choosing tools**
- designing and preparing activities, individual vs. group, place, time, etc.?

**Process facilitation**
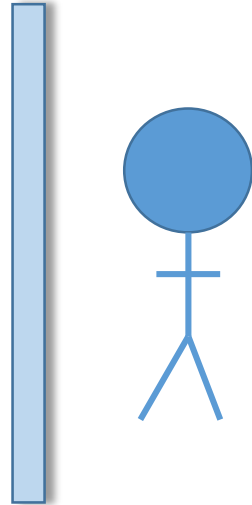- acting in real-life situations, that is, an ability to enable change in situations characterrised by complexity

# Success factors in social innovation

**Anchoring (establish platforms)**

• Building collaborative potential

• Introducing animators and facilitators

• Establishing new arenas

• Developing a shared vision

• Procedural consensus

• Building collaborative competence

# Success factors in social innovation

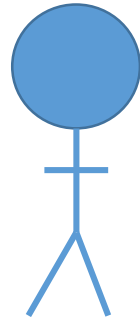**Anchoring (establish platforms)**

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**Supportive structures**

- New funding systems
- Policy development (f.i., political commitment)
- Mixing incentives in new ways, incl contracts
- Institutional support for co-innovation and extablishment of multi-actor approaches

# Social and institutional innovations
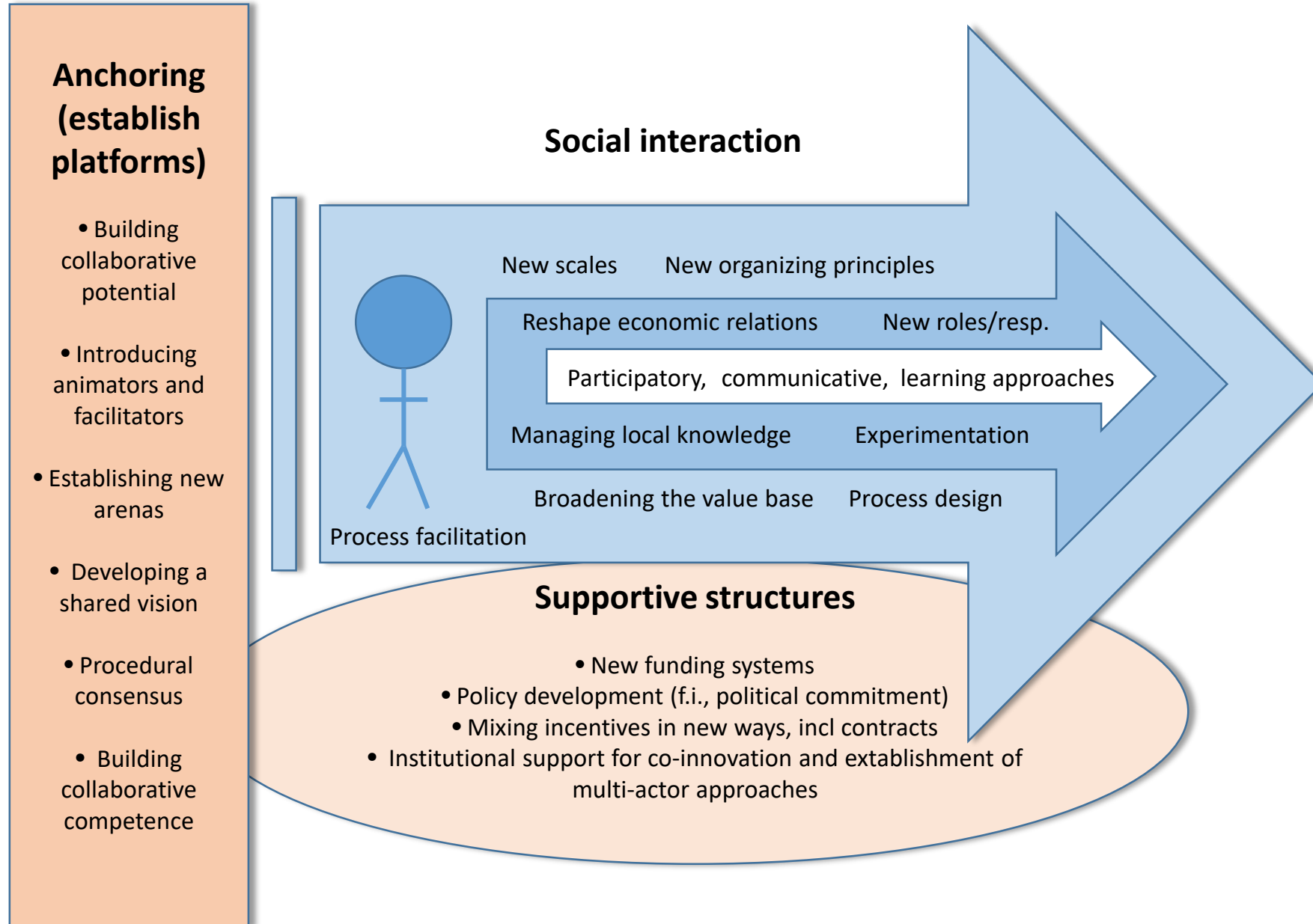
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**Social interaction**

Process facilitation

New scales    New organizing principles

Reshape economic relations    New roles/resp.

Participatory,  communicative,  learning approaches

Managing local knowledge    Experimentation

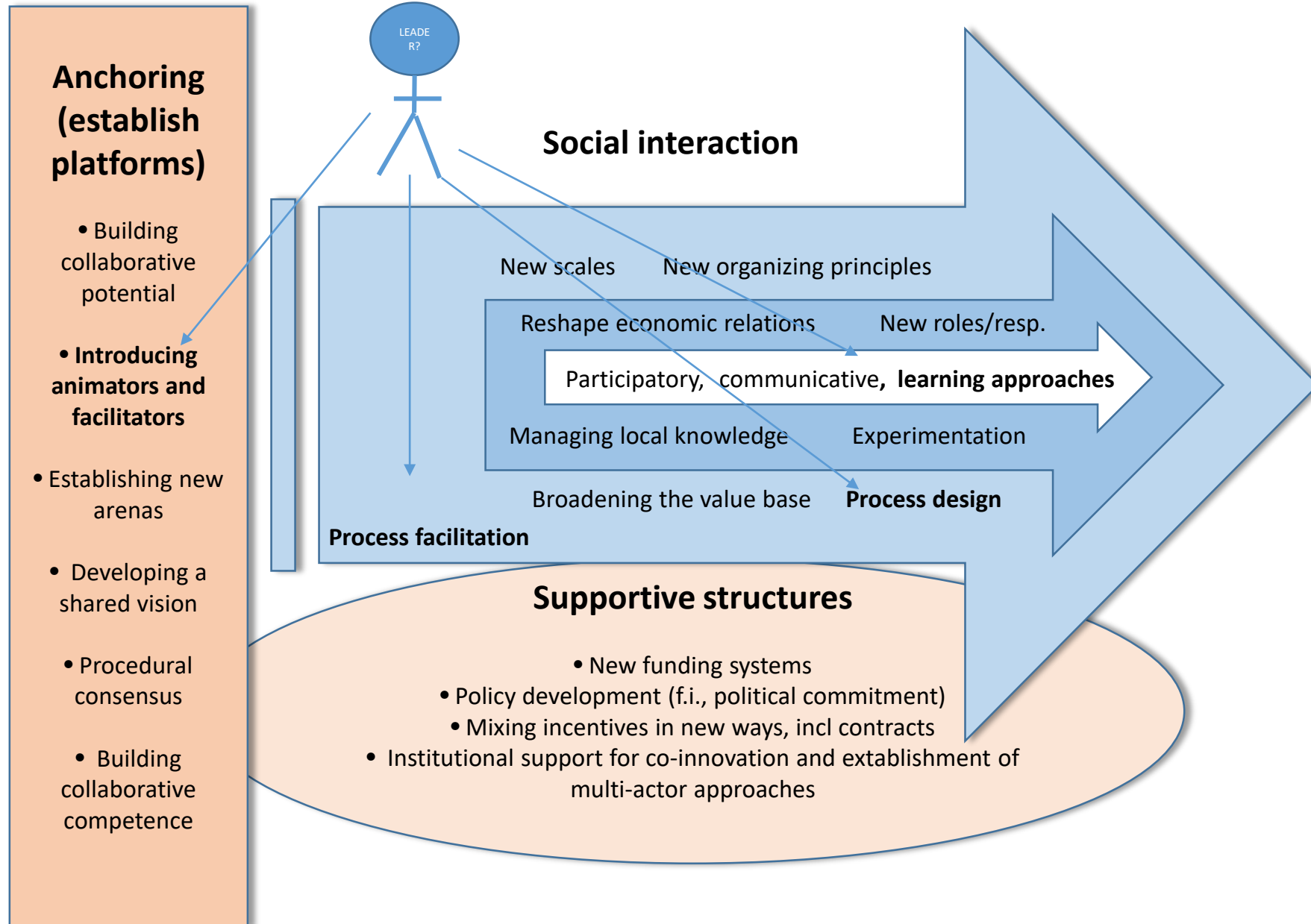Broadening the value base    Process design

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LEADER?

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Broadening the value base    **Process design**

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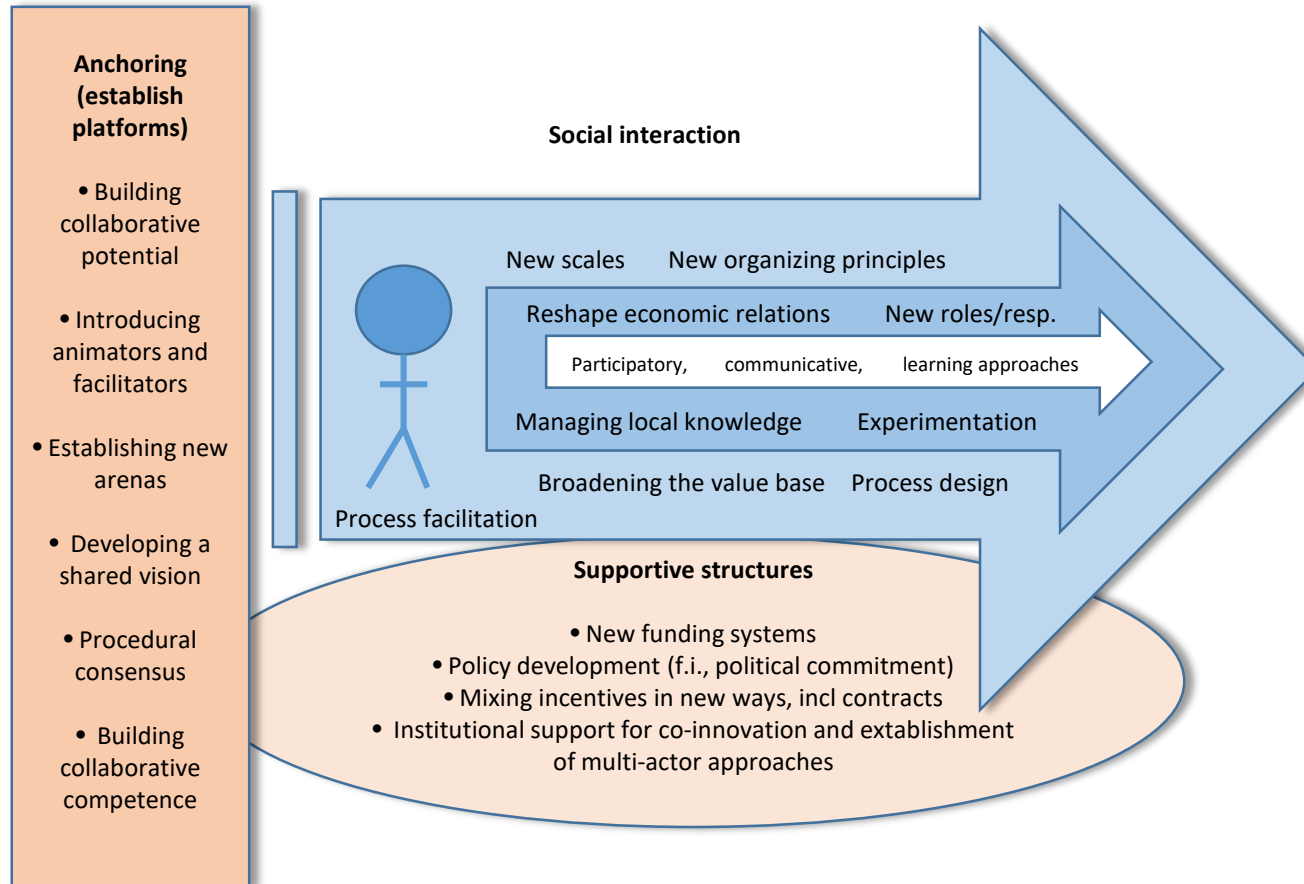
SLU

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*Social and institutional innovations needed within water management*

*Different levels of complexity, cultures and institutional structures*

*The leader(s) must be aware that there are many factors that needs to be in place to succeed!*
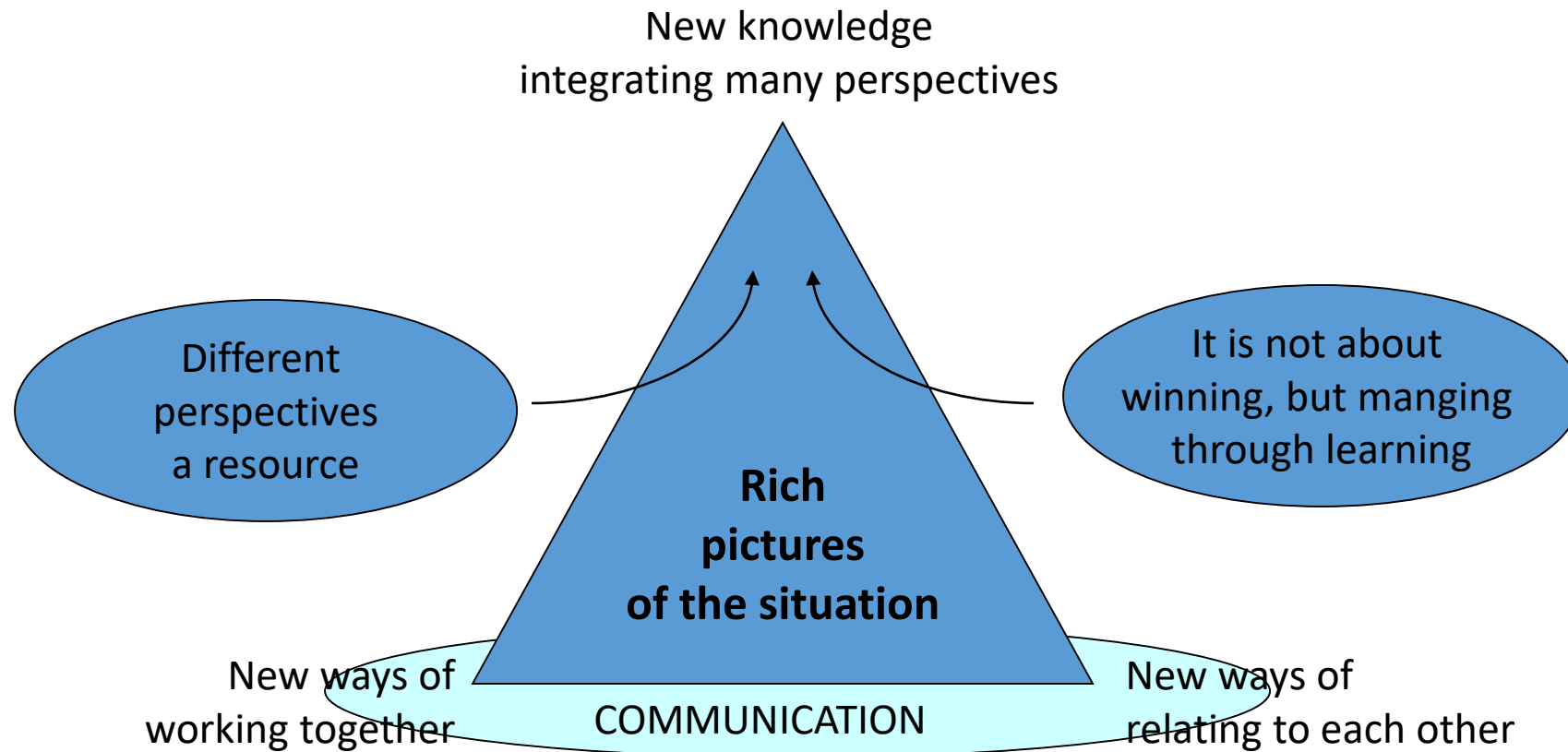
# Collaborative learning and change

# Assessment

Table 1. A Framework for Assessing Power in Collaborative Processes

| | ARENAS FOR POWER | | |
|---|---|---|---|
| PROCESS ELEMENTS | **Formal Authority** | **Resources** | **Discursive Legitimacy** |
| **Participants** | Selection of participants<br>Limits on participants | Number of representatives<br>Expertise of representatives | Status of representatives<br>Use of coalitions |
| **Process Design** | Ownership of the process<br>Interaction expectations for the process<br>Number, length and location of meetings | How the process is paid for | Frequency of voice<br>Methods of voice<br>Communication about the process |
| **Content** | Setting the agenda<br>Outcome expectations for the process<br>Use of indirect authority such as legal rights | Distribution of information<br>Understanding and analyzing the issues<br>Production of meeting records | Prioritization of issues<br>Framing of the issues to be addressed |

Purdy, 2008