



RådNu.

Kompetenscentrum
för rådgivning

WATERDRIVE

Input to a dialogue about the leadership manual

Magnus Ljung
Principal Extension Officer
Program Manager
SLU in Skara



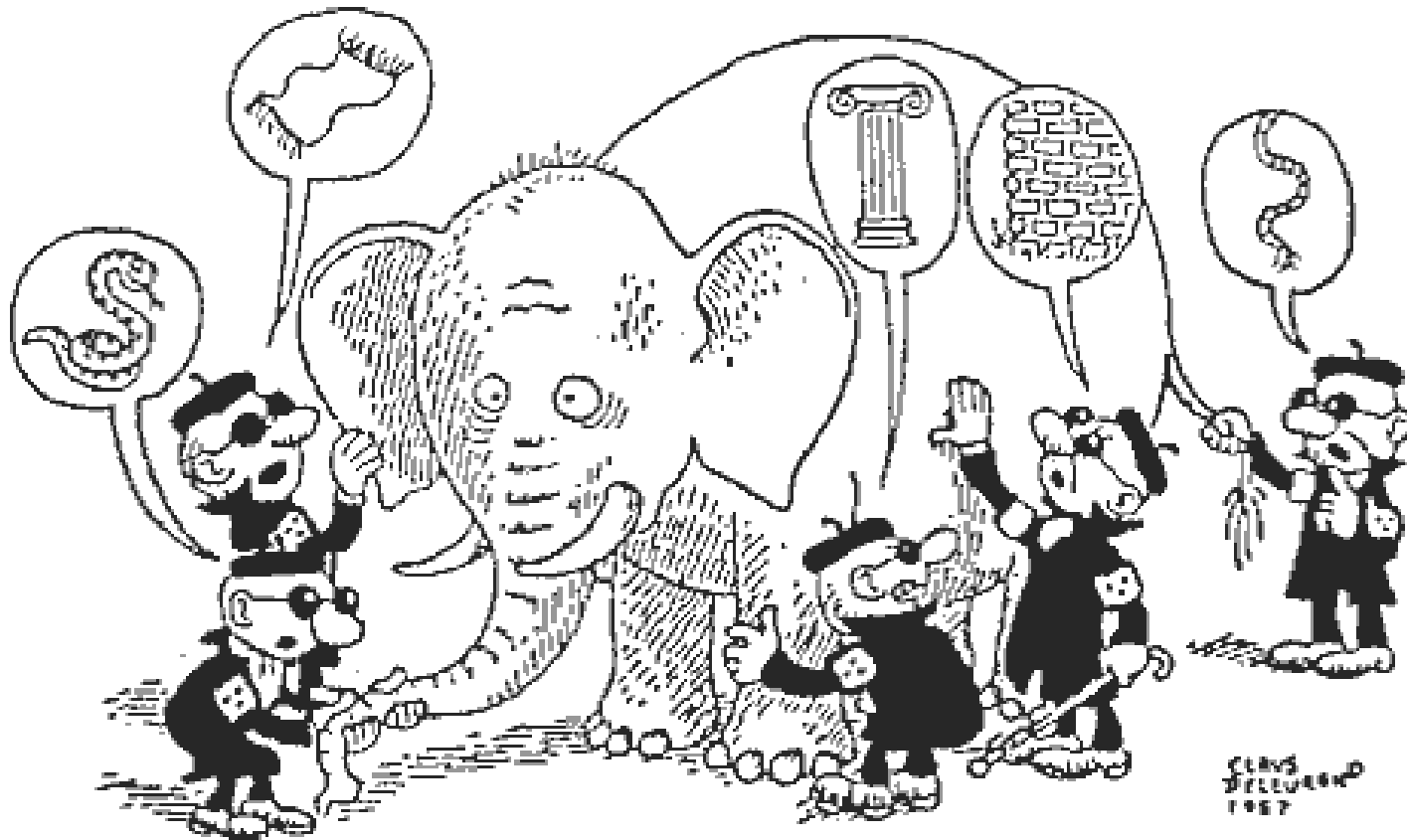


Sveriges lantbruksuniversitet
Swedish University of Agricultural Sciences

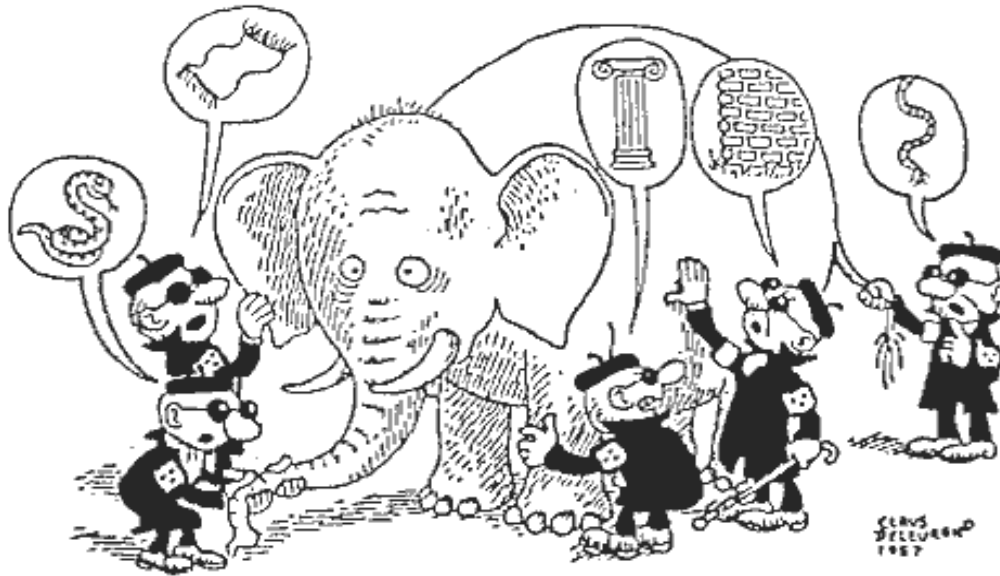
Process design and facilitation

Or managing the unmanageable...

Experts and reality...



Experts and reality...



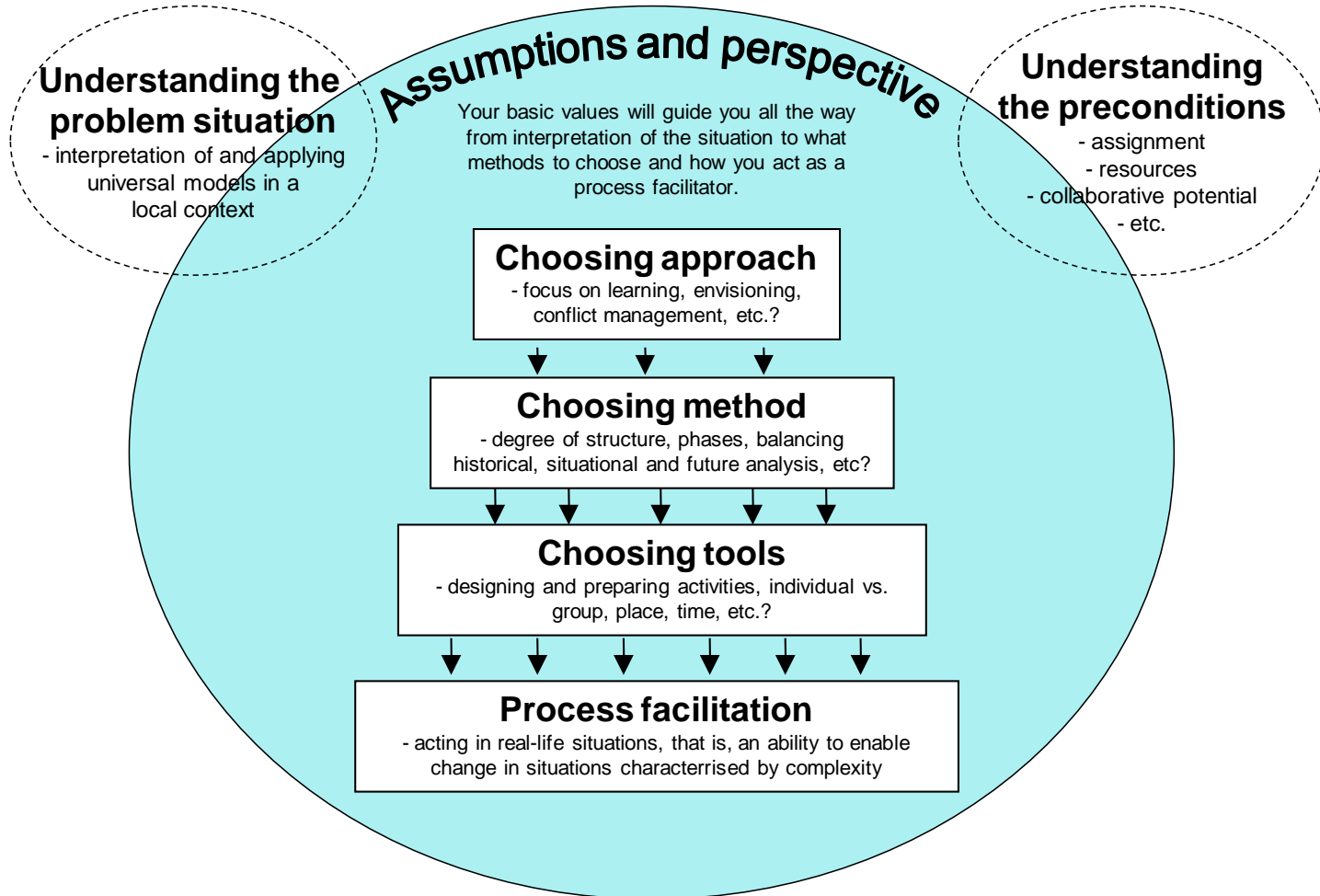
How can leaders help us manage the situation? Which skills are needed?

Learning is at the core

- Learn about critical issues (eg., technical, financial, legal, social, cultural, ecological)
- Learn about procedures
- Learn about other participants perspectives: their goals, concerns, perceptions, options, communication styles, personalities
- Learn about oneself



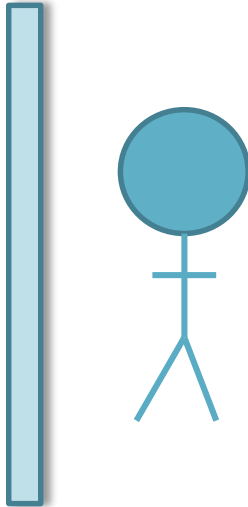
Universal process design



Success factors in social innovation

Anchoring (establish platforms)

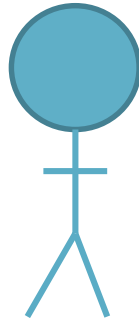
- Building collaborative potential
- Introducing animators and facilitators
- Establishing new arenas
- Developing a shared vision
- Procedural consensus
- Building collaborative competence



Success factors in social innovation

Anchoring (establish platforms)

- Building collaborative potential
- Introducing animators and facilitators
- Establishing new arenas
- Developing a shared vision
- Procedural consensus
- Building collaborative competence



Supportive structures

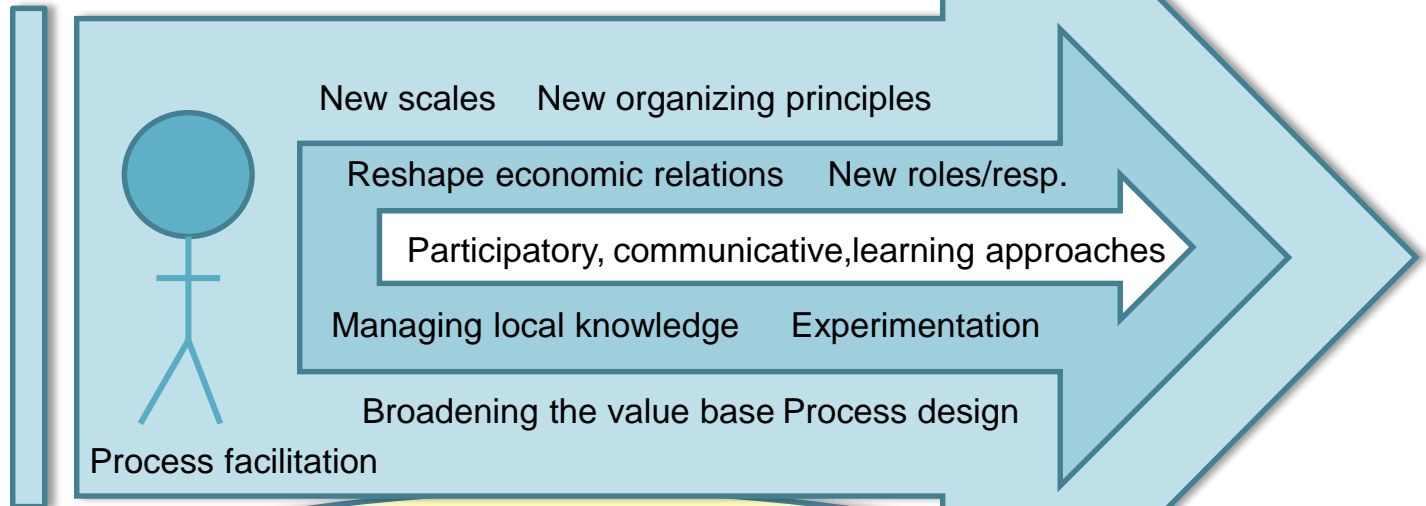
- New funding systems
- Policy development (f.i., political commitment)
- Mixing incentives in new ways, incl contracts
- Institutional support for co-innovation and establishment of multi-actor approaches

Social and institutional innovations

Anchoring (establish platforms)

- Building collaborative potential
- Introducing animators and facilitators
- Establishing new arenas
- Developing a shared vision
- Procedural consensus
- Building collaborative competence

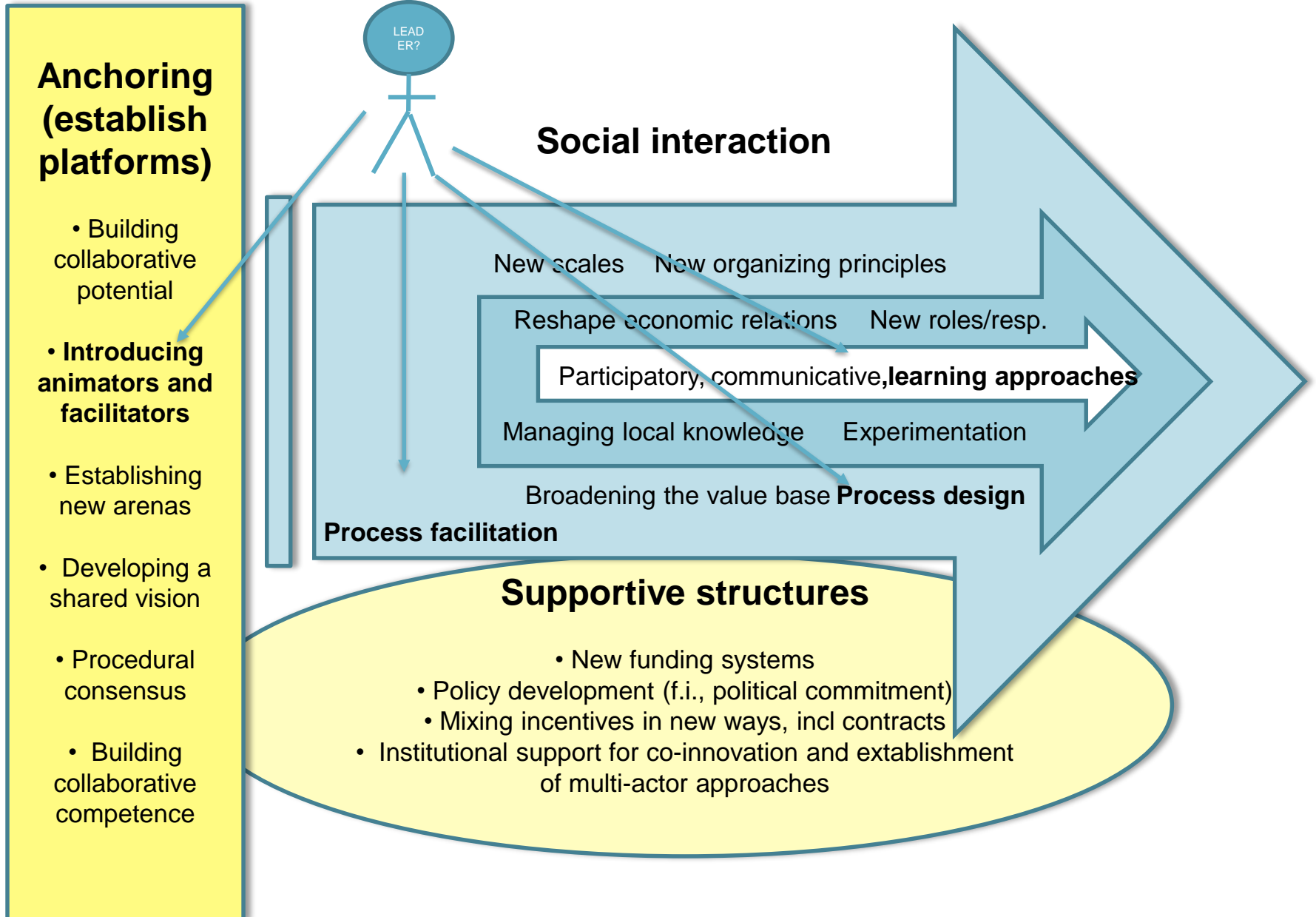
Social interaction



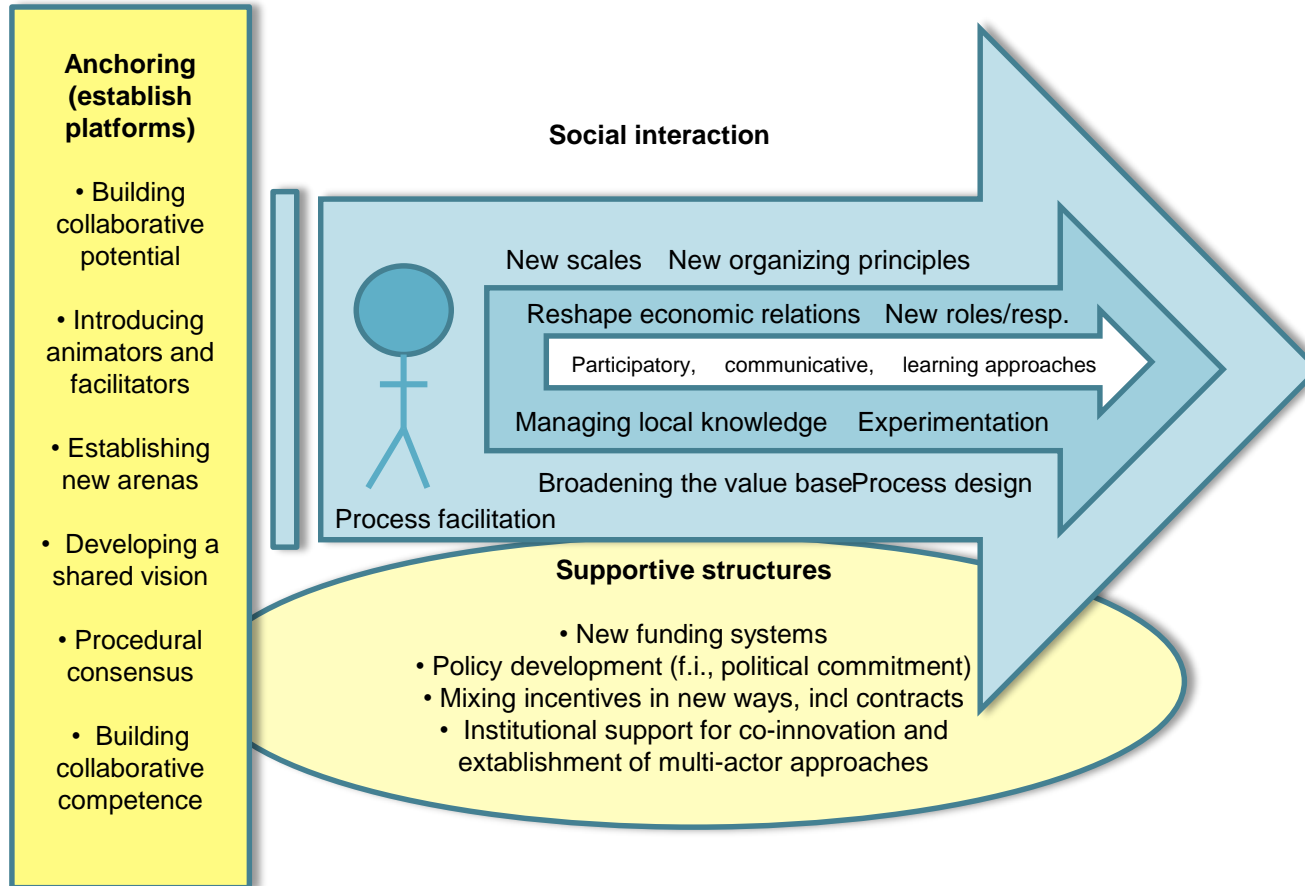
Supportive structures

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

Success factors in social innovation



Success factors in social innovation

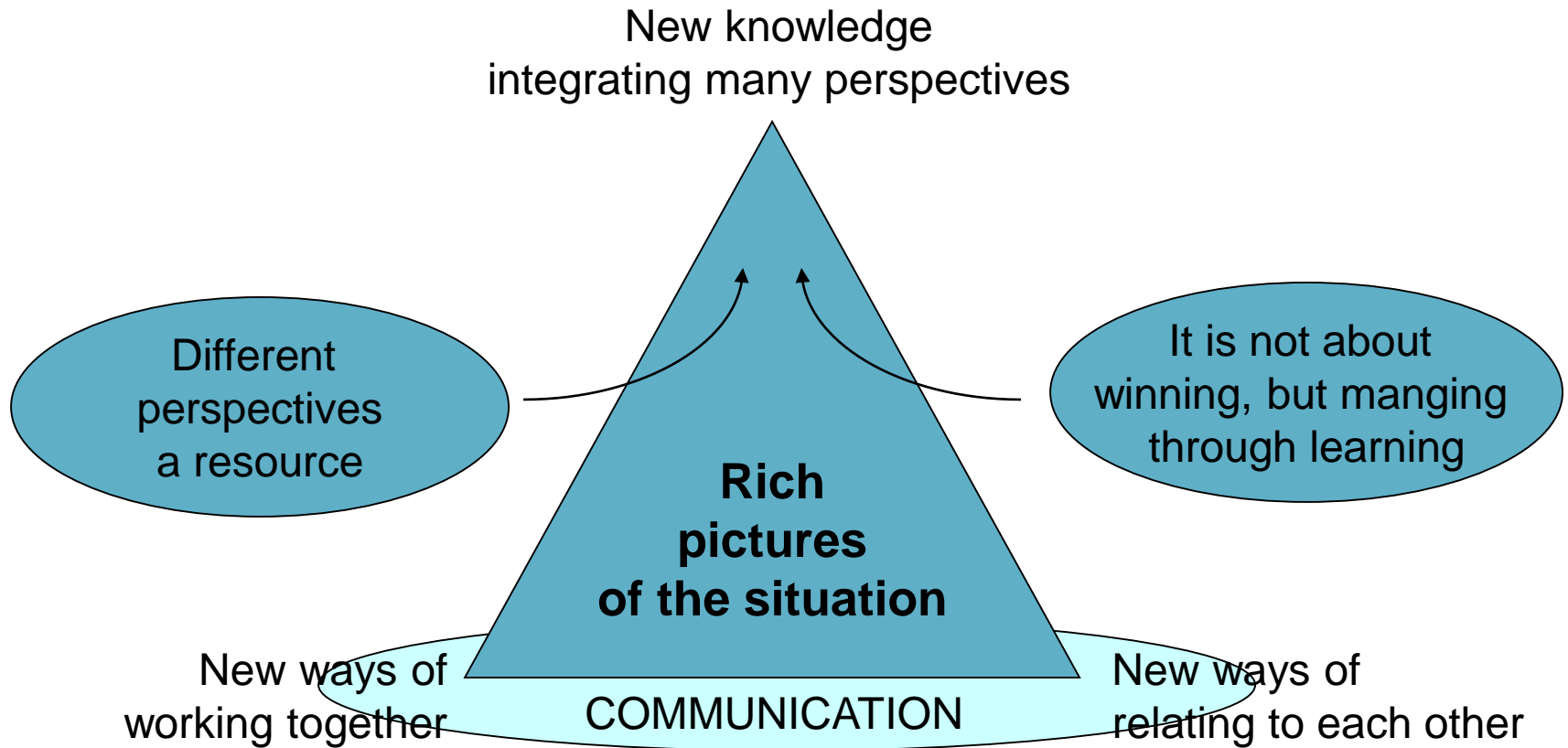


Social and institutional innovations needed within water management

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



We all have basic assumptions on facilitating and managing change

Why do people not change in a more sustainable direction although they might know what is needed?

What does it take for people and society to transform?

Is it about psychology, relations, power, socio-technical systems or institutional structures? Or anything else?

What guides your/our priorities and decisions?

The role of modern leaders

“Project leaders, community leaders, agency field staff, landowners, and elected officials all played a leadership role in various projects and often kept projects alive despite a lack of resources, political support, or agency direction”

Such leaders are change agents, fostering trust and motivate stakeholder involvement and support. They display such roles as *“cheerleader-energizer, diplomat, process facilitator, leader, convenor, catalyst, and promoter”* (Wondolleck & Yaffee, 2000, p. 178).

Such efforts characterized civic leadership as a form of collaborative leadership

Collaborative leadership 1 (2)

Collaborative leadership in practice features six central elements:

- (1) Assessing the environment for collaboration - understanding the *context* for change before acting
- (2) Creating *clarity*, visioning, and mobilizing - define shared values and engage people in positive action
- (3) Building *trust* - create safe places for developing shared purpose and action;

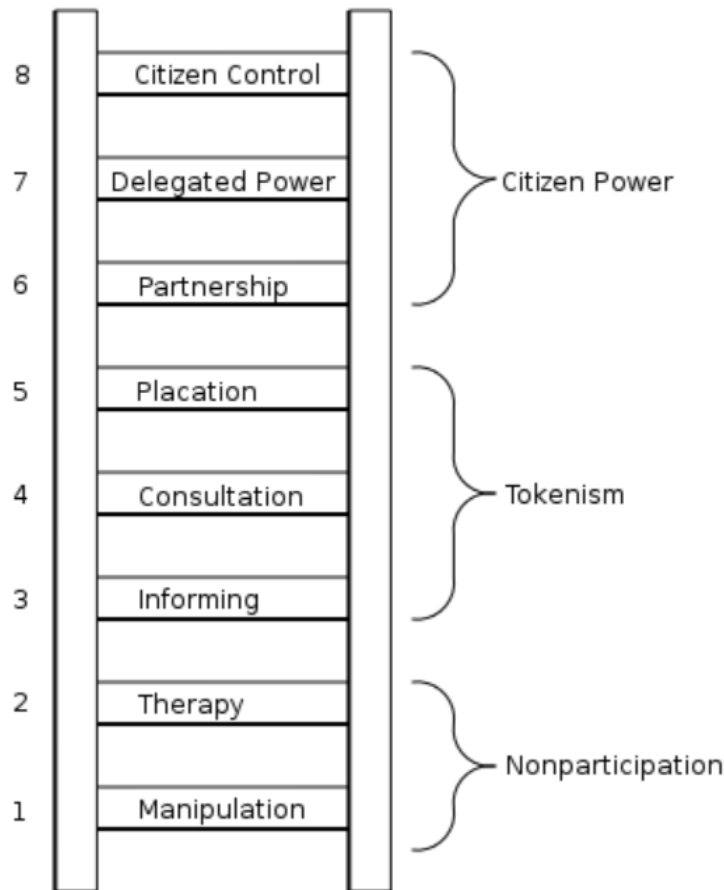
Collaborative leadership 2 (2)

- (4) Sharing power and *influence* - develop the synergy of people, organizations, and communities to accomplish goals
- (5) Developing people - commit to the development of people as a key asset through mentoring and *coaching*, and
- (6) Self *reflection* and personal continuous quality improvement (CQI): Understanding your own leadership, engaging others

Democracy and participation (examples)

- Levels of participation and co-management
- Group democracy
- Dialogue and deliberation – moving from competition towards collaboration

Arnstein's ladder of participation



This is the classical description of citizen participation in public decision-making suggested by Arnstein (1969).

The concepts are used as metaphors, f.i., the word "therapy" should be understood as a way of giving people a sense of confirmation and voice, but with no real possibility to change the outcome, etc.

See:

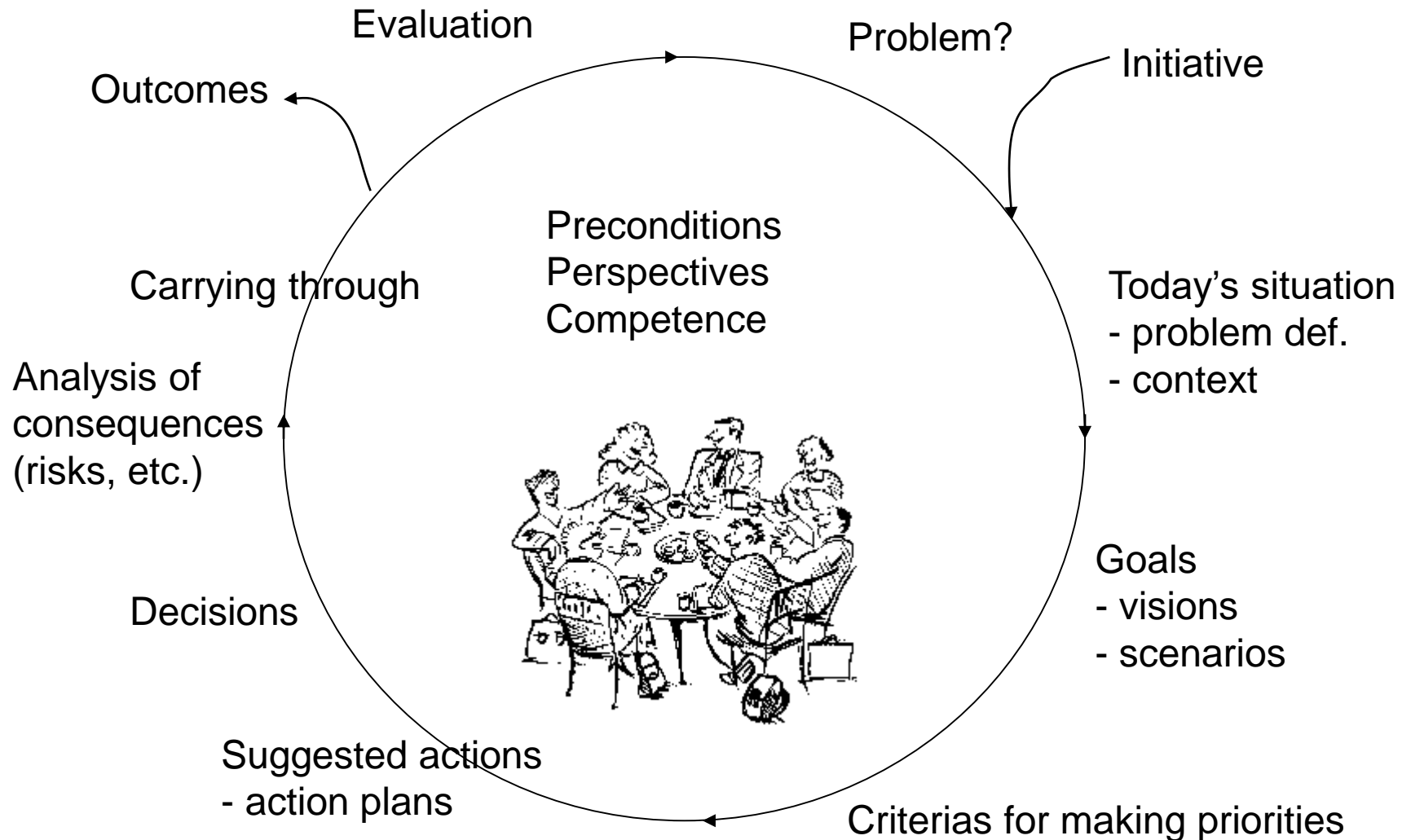
<http://www.citizenshandbook.org/arnsteinsladder.html>

Levels of co-management

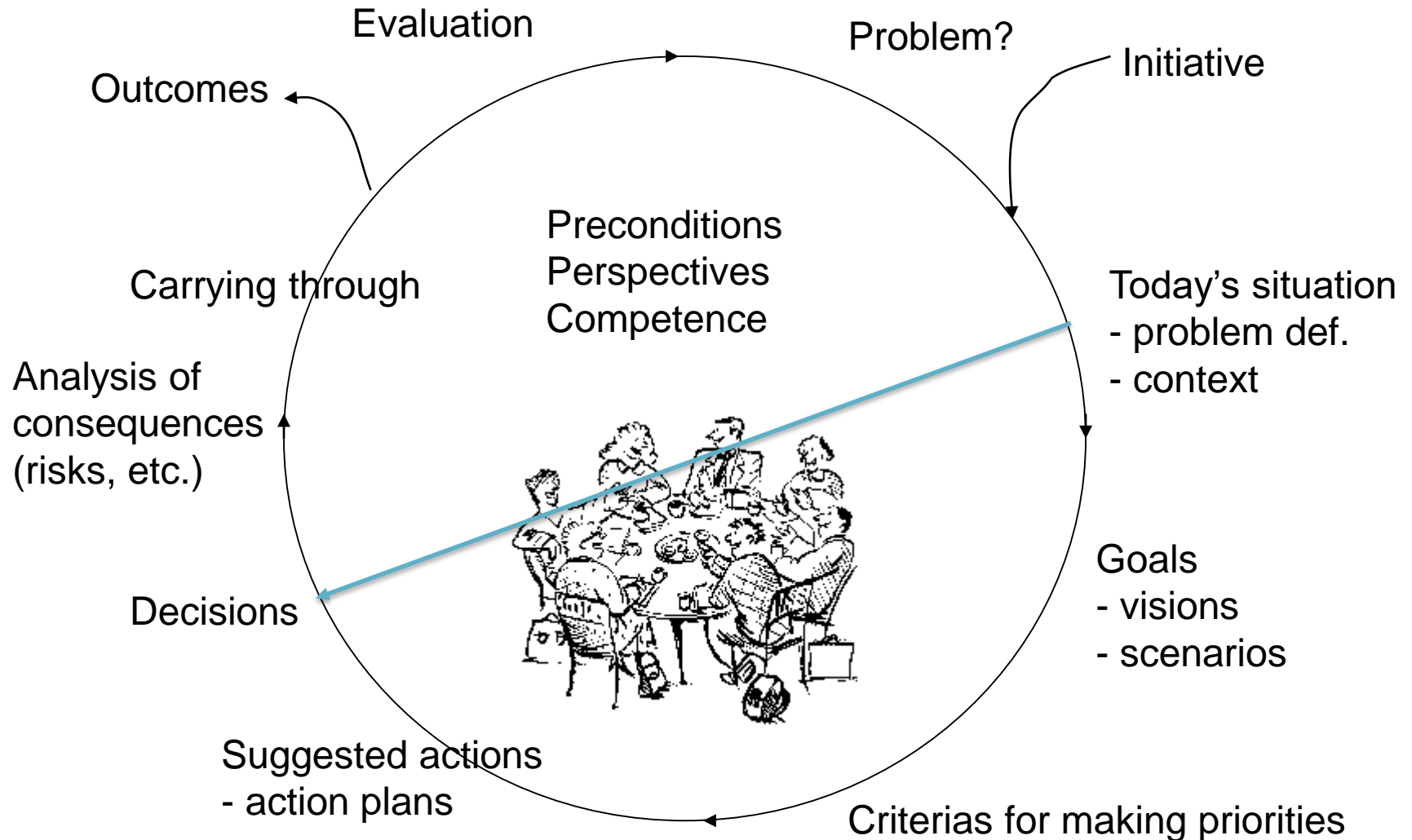
7	Partnership	Partnership of equals; joint decision-making institutionalised and formally recognised
6	Management Boards	Local actors are given the opportunity to participate in developing and implementing plans; input plays more than just an advisory role.
5	Co-operation	Local actors starts to have input into management, local knowledge is solicited; community members are involved at a low level as assistants or guides, still limited by management agencies.
4	Advisory Committees	Partnership in decision-making starts; joint action on common objectives, local actors have advisory powers only; decisions are non-binding.
3	Communication	Start of two-way information exchange; local concerns begin to enter management plans; joint management actions may take place without joint jurisdiction over the resource.
2	Dialogue	Start of face-to-face contact, local actors input is heard but not necessarily heeded (usually involved late in the decision-making process); limitation of involvement continues to be set by the government agency.
1	Informing	Local actors are informed about decisions already made, one-way communication between government and the community.

(Adapted from Arnstein, 1969; Berkes, 1994; Pomeroy & Berkes 1997)

Rational decision making



...but we are not always rational – a typical managerial bias



Collaborative inquiry

Using rich picturing techniques:

- Context (flows, relations, components,)
- History
- Joint challenges
- Stakeholders and actor networks
- Existing goals, activities and conflicts



Assessing collaborative potential

External preconditions

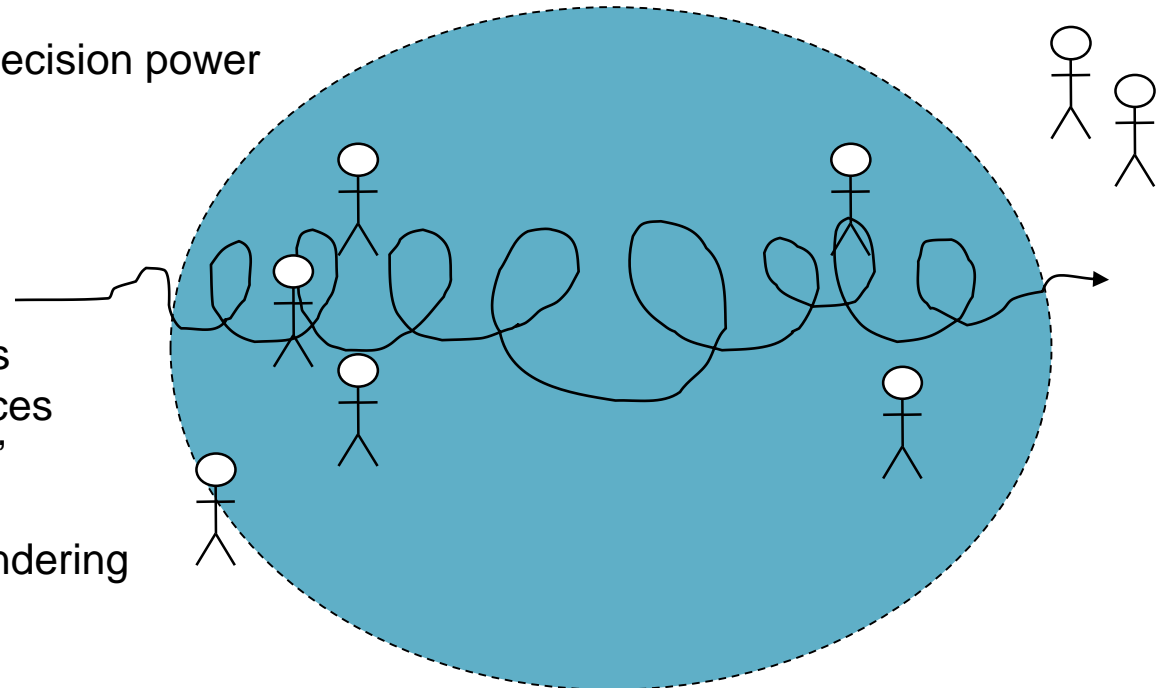
(hard to change)

- relevant actors and interests
- official goals, motives and expectations
- conflicts and art of complexity (issue, procedure, etc)
- support from mother organisations (incl. normative)
- real decision space and decision power

- resources at start and during change
- ongoing, parallel processes (politics)
- media and public debate
- access to information (R&D)

History

- existing relations
- earlier experiences
- "historical debts"
- initiator
- supporting or hindering structures

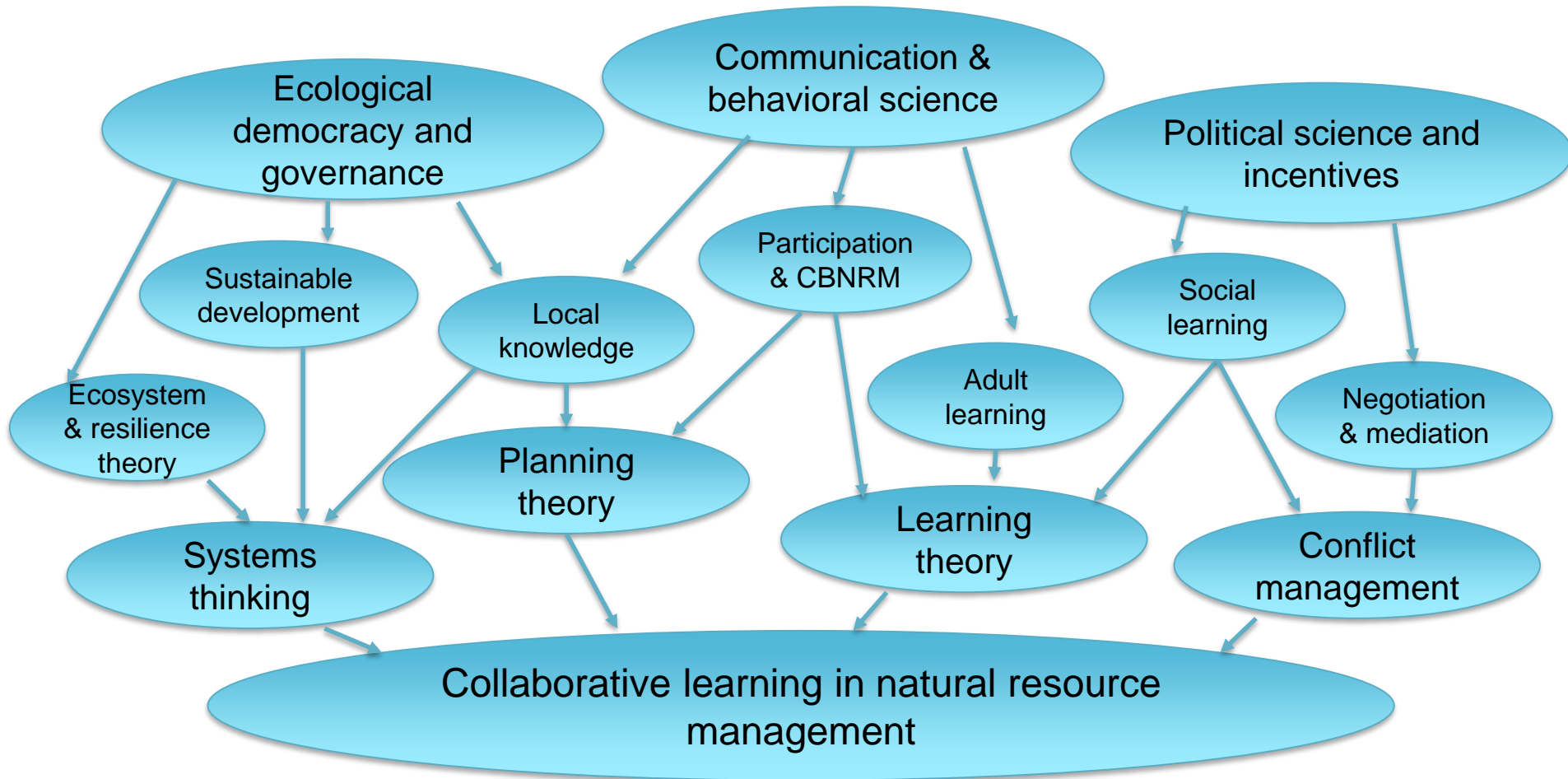


Why not work collaboratively?

- *Time pressure* – a need to take action now!
- *Assymetries in power* and access to resources among actors in collaborative work (from groups to society)
- *Political jargong* without real content or learning
- Reflecting a trend toward *decentralisation of responsibility* in society (that is, not taking responsibility on higher level)
- *Pseudodemocracy* – existing relations and structures does not change – it feels good, but is it really as good?
- The risk that shared responsibility becomes *no ones responsibility?*

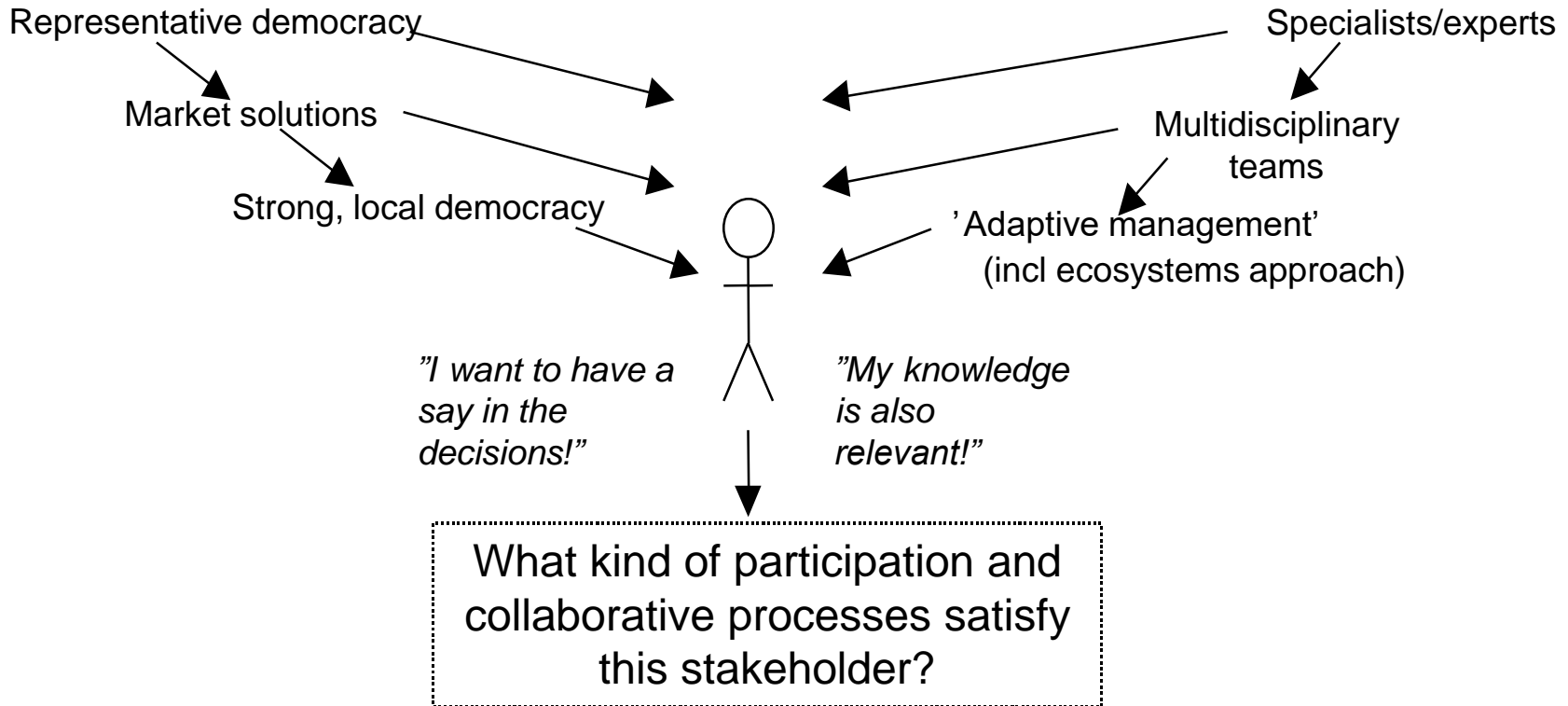
Being critical is always needed!

Influenced by theories in...



Synergies between increased demands on participation and ecological sustainability

Trends or not?



The sense of 'muddling through'

