

Dare to be an Integral Water Leader

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Missing in the IWRM Models



Be a Champion

IWC's **Peter Oliver** in action
“directing”
NARBO's IWRM
Training Program



What Leadership do we need?

- In and outside the water sector and agencies
- **Decisions** for policies, reforms and investments
- For national, river basin, city and project **arenas**
- **Across** government, private sector, civil society
- **Linking** 3 levels of engagement:
 - Policies and decision-making
 - Knowledge and capacity
 - Investment projects
- **Moving up** the IWRM spiral in river basins
- **Integral water leadership** (see next slides)

What is Leadership?

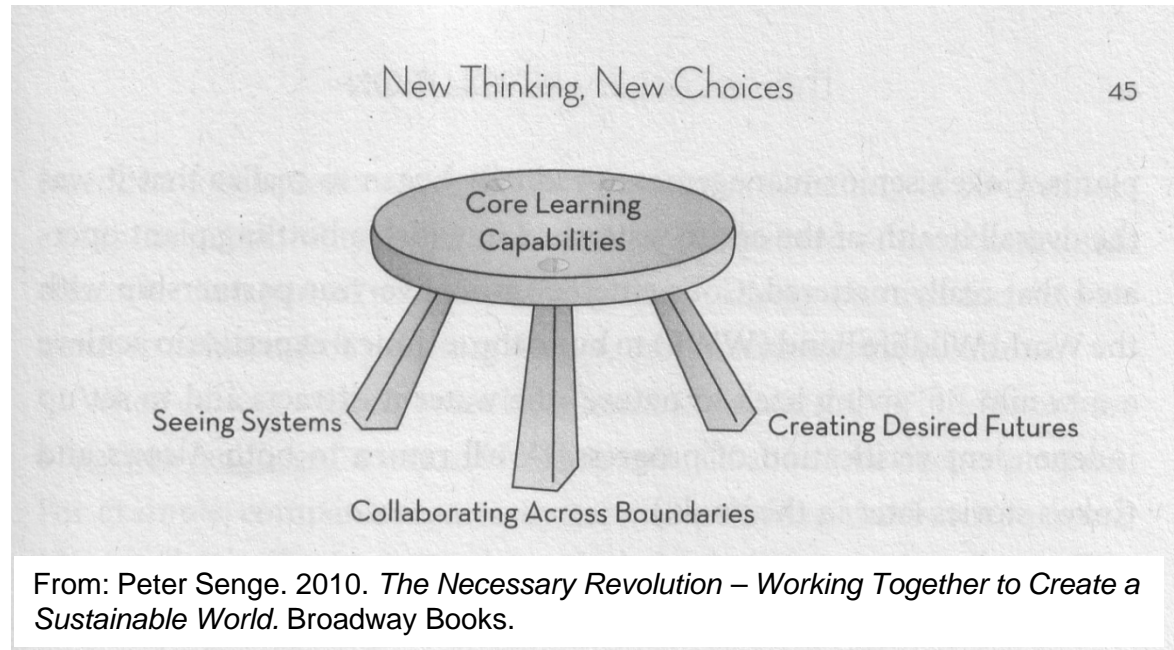
The true measure of leadership is influence, nothing more, nothing less.

- John Maxwell

How Can We Promote Leadership?

New thinking:

- **Seeing systems**
- **Collaborating across boundaries**
- **Creating desired futures**



No problem can be solved from the same level of consciousness that created it.

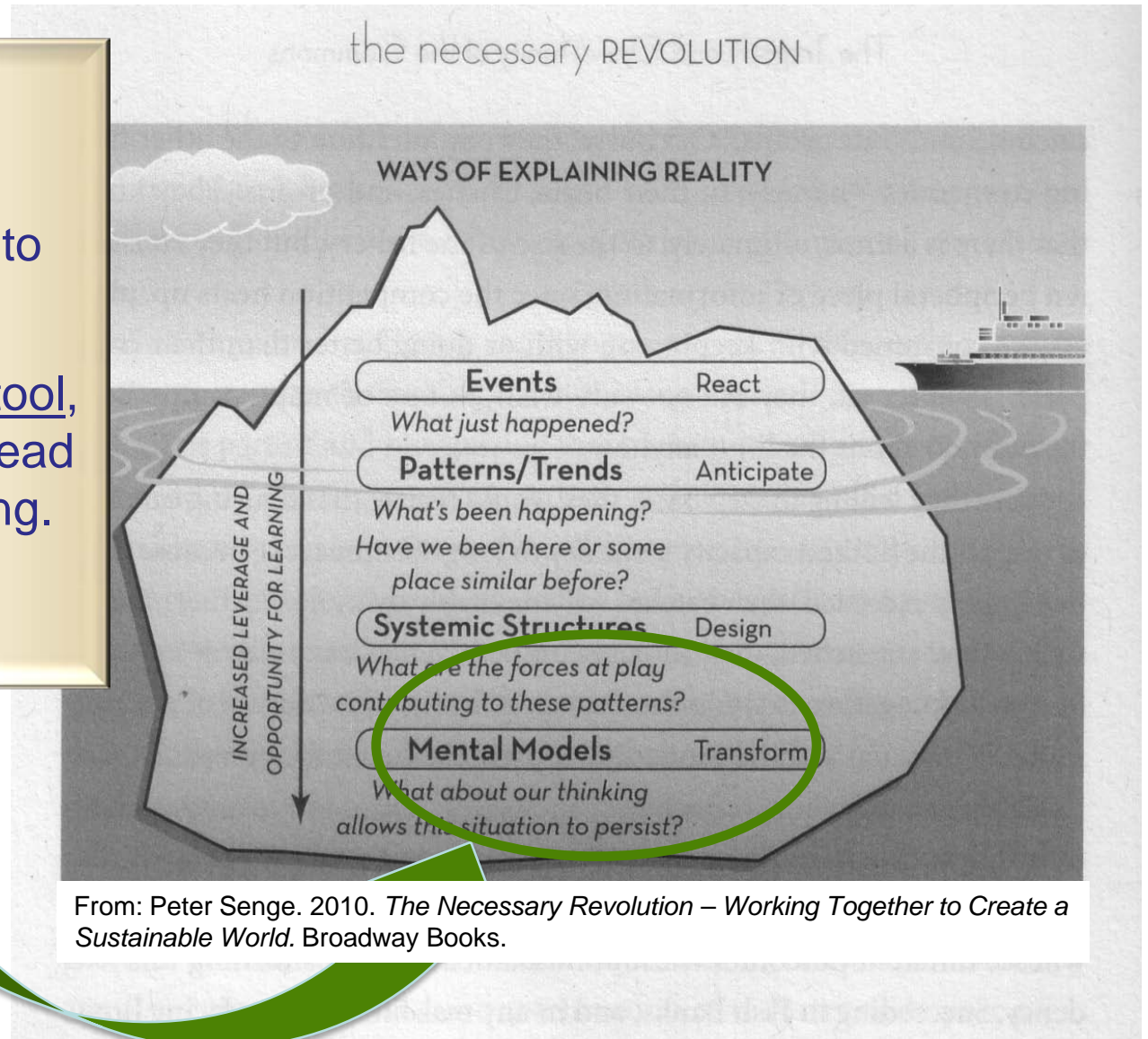
- Albert Einstein

Why We Need to Share Models?

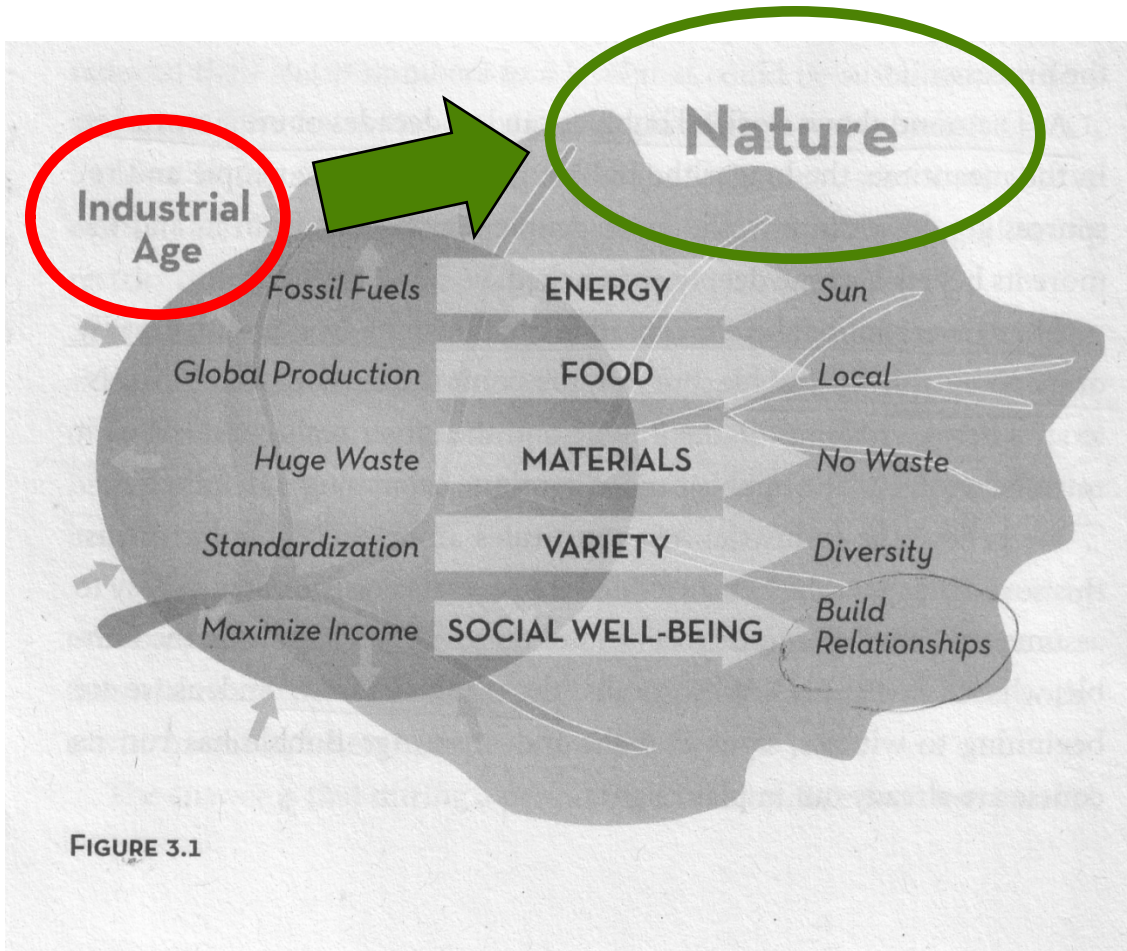
If you want to teach people a new way of thinking, don't bother to teach them.

Instead, give them a tool, the use of which will lead to new ways of thinking.

- Buckminster Fuller

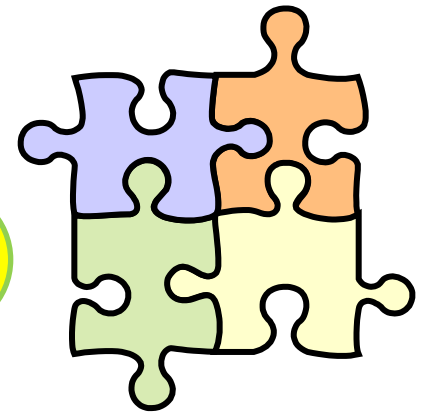
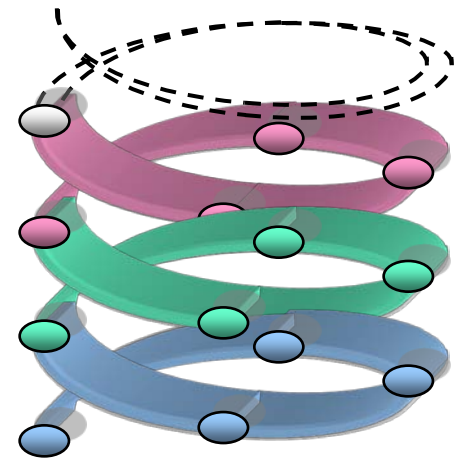


New Thinking

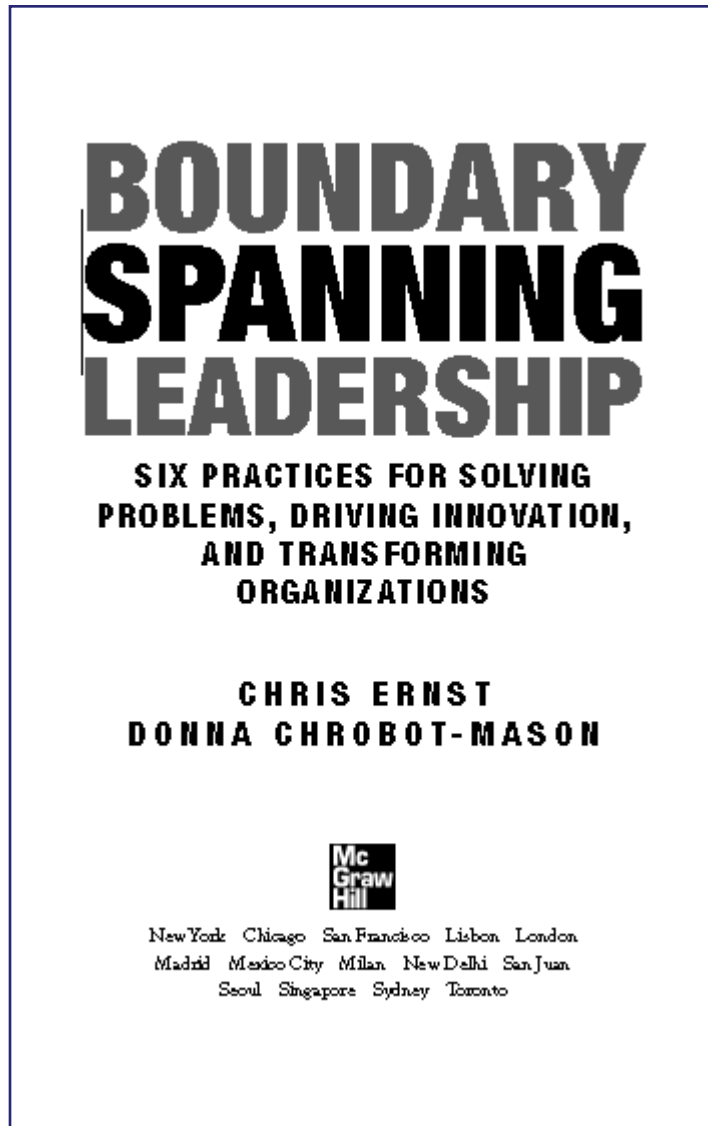


From: Peter Senge. 2010. *The Necessary Revolution – Working Together to Create a Sustainable World*. Broadway Books.

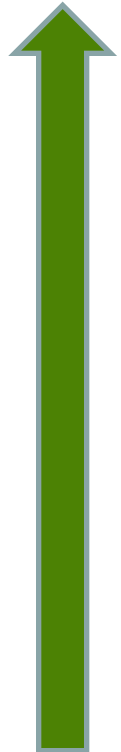
We are leaving
Industrial Age
thinking behind
us...



We Need to Work Across Boundaries



- Transforming people and organizations
- Driving Innovation
- Solving Problems

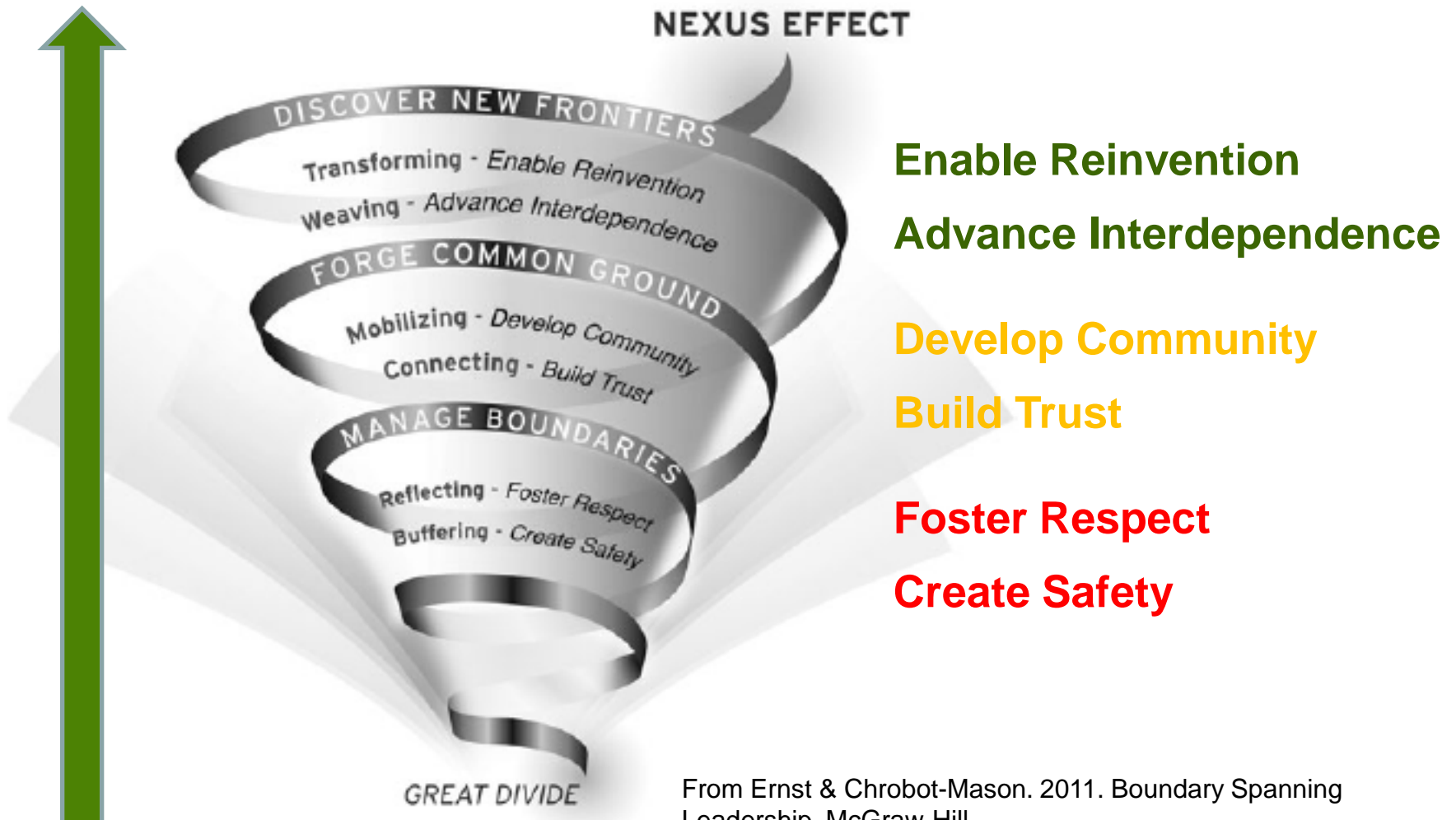


Win-win means agreements or solutions are mutually beneficial and satisfying.

- Stephen R. Covey

Boundary Spanning Leadership

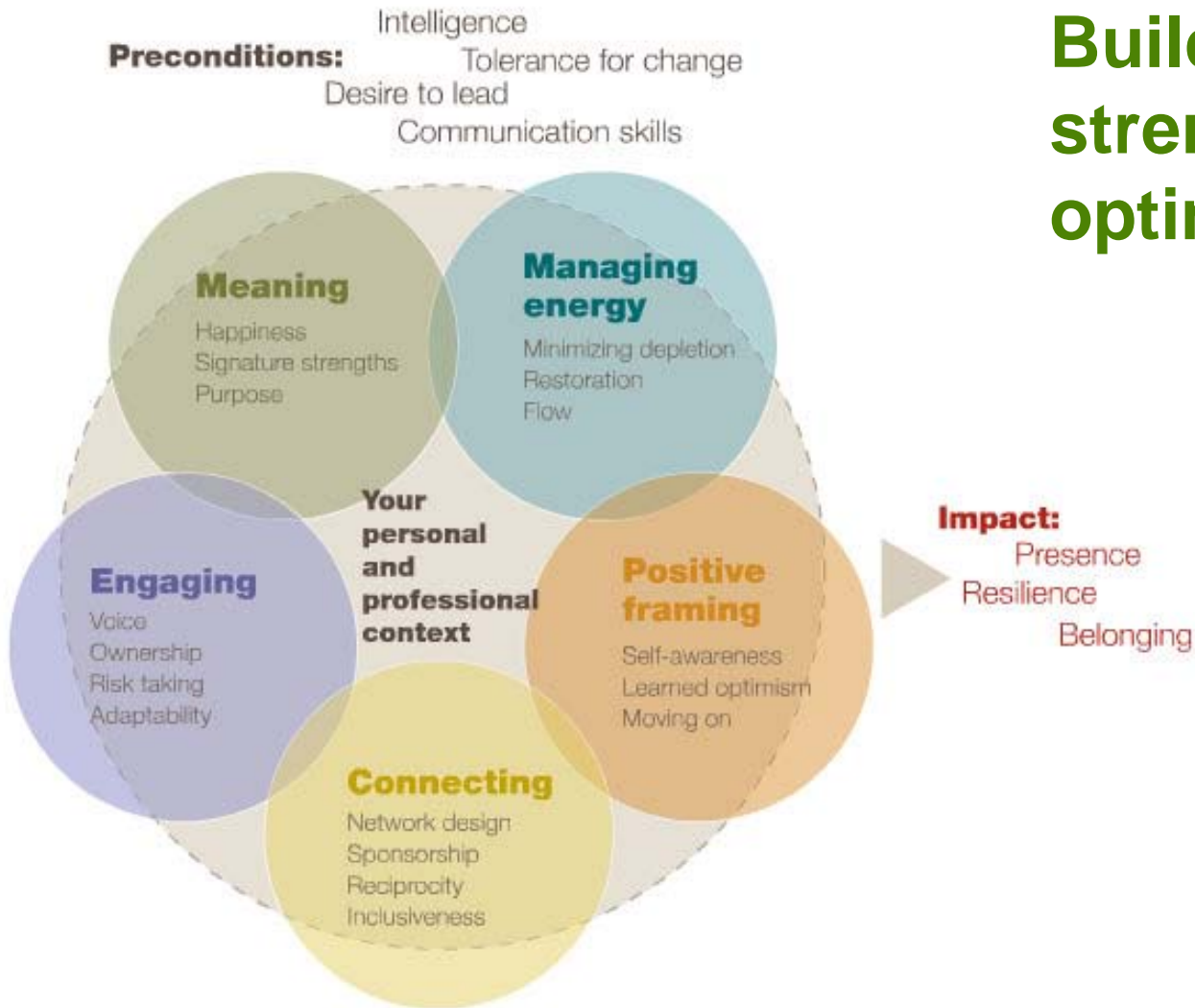
Figure I.2 The six practices of boundary spanning leadership.



From Ernst & Chrobot-Mason. 2011. Boundary Spanning Leadership. McGraw-Hill.

McKinsey Leadership Model


Five dimensions of leadership



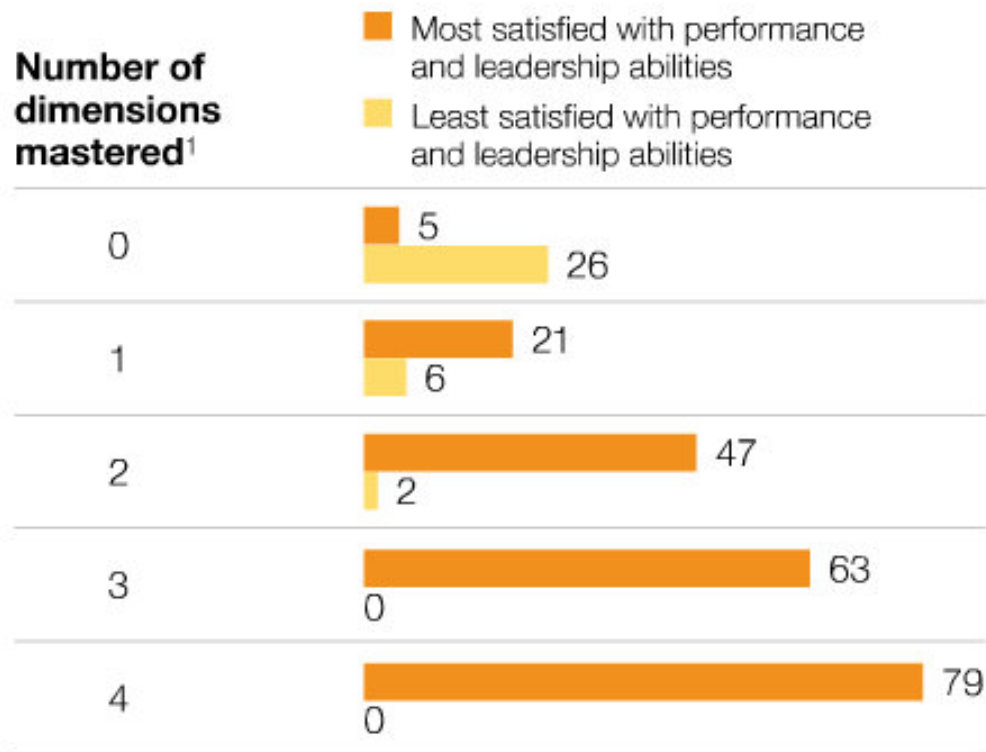
Build on your strengths with optimism!

McKinsey Leadership Model (2)

Exhibit 3: Mastering performance and leadership

expand 

% of respondents, n = 2,177



¹“Mastery” comprises the highest 20% of respondents’ scores within each dimension.

Missing in the IWRM Models

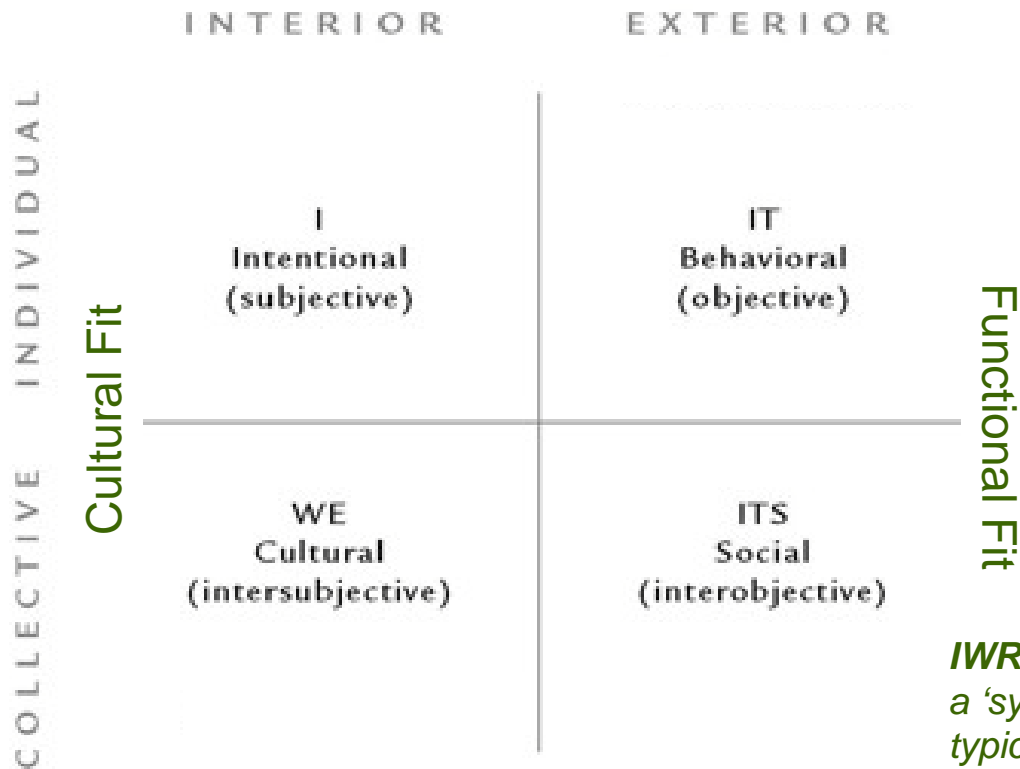
- IWRM in river basin is more than a measurable “system”
- Stakeholder collaboration depends on values and views
- Individual and collective commitments are key
- The role of champions is indispensable
- Cultural fit is a success factor in the IWRM process
- All of these are important and intangible, interior

How can we incorporate these additional perspectives?

When you are leading in the middle between groups, the days of “I lead and you follow” are over.

- Chris Ernst & Donna Chrobot-Mason

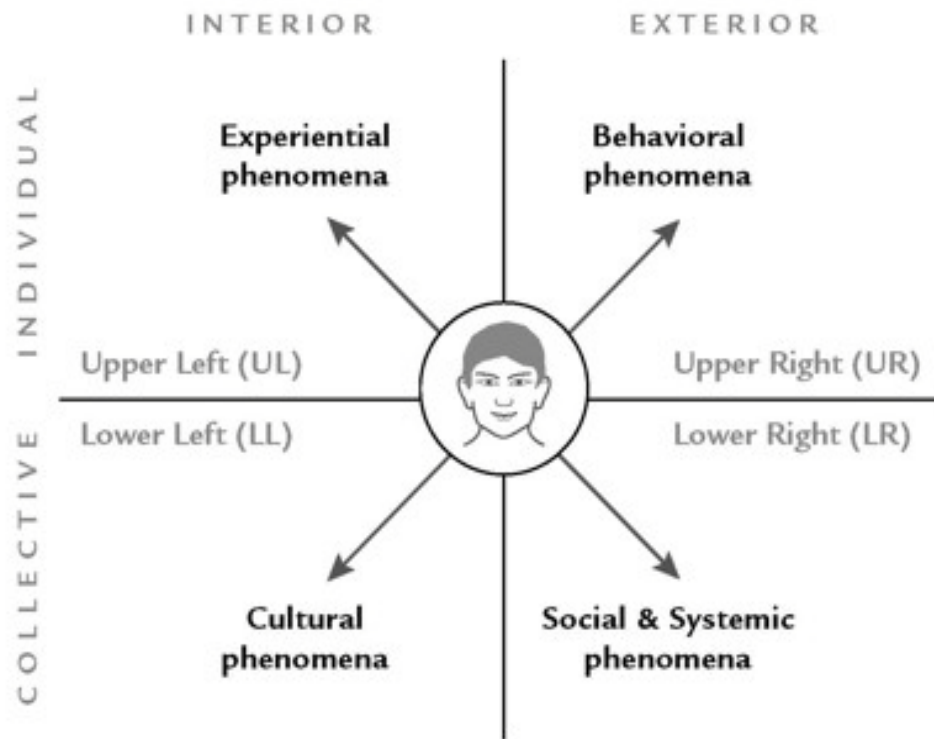
An integral perspective helps us to see reality (and act) from all 4 quadrants



The four quadrants. From: Sean Esbjörn-Hargens. 2009. *An Overview of Integral Theory - An All-Inclusive Framework for the 21st Century*

IWRM is mostly applied with a 'systems' view that is typical of Quadrant 4: this view is focused on achieving a 'functional fit' and is too narrow to ensure sustainable solutions with a cultural fit! We need to expand our views of IWRM to include all 4 quadrants.

Taking a 4-quadrant perspective



Taking a 4-quadrant perspective. From: Sean Esbjörn-Hargens. 2009. An Overview of Integral Theory - *An All-Inclusive Framework for the 21st Century*

Integral Mindsets in Action

Using All 4 Quadrants in the Leadership and Sustainability Challenge



Engineers and planners are very good at seeing the world 'objectively' through Quadrants 2 & 4.

They need some practice to expand their expertise to use the 'I' and 'We' perspectives in Quadrants 1 & 3.



Source: Avastone Consulting

Integral Water Leadership needs...



Multi-disciplinary:
Experts from different disciplines work side-by-side on elements of the same problem.



Trans-disciplinary:
Collaboration among experts from different disciplines *and* non-experts. Integration of needs, practical experience, and expert knowledge.

Inter-disciplinary:
Collaboration between experts from different disciplines, with interaction ranging from exchange to integration.



Integral Water Leadership includes...

✓ **Vision**

Integral (all 4 quadrants) and intersectoral

✓ **Inspiration**

Positive outlook, strength-based actions, effectively using inter- and trans-disciplinary approaches across boundaries

✓ **Momentum**

Productive 360° relationships and effective leadership behaviors, catalytic and solution-oriented actions, drawing on all the perspectives from all 4 quadrants



Contact the presenter for further information

Questions for Discussion

1. How do you develop your integral vision?
2. How do you inspire others to work together?
3. How do you generate momentum for results?