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Leadership for the IWRM Process

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What is IWRM?

- IWRM is a process
- that brings stakeholders together
- to increase water security in river basins
- through win-win solutions
- that are locally appropriate
- and generate a triple bottom line of economic, social and environmental outcomes.

- ***IWRM is not a plan.***

How to increase Water Security?

- Outcome of the IWRM process
 - Linked to food security and energy security
 - No organization can achieve it alone
- *Leadership and collective action are needed among government, private sector, and civil society*

What kinds of leadership do we need?

- Leadership across organizations
- Leadership within organizations
- Your personal leadership (mastery)

What is Leadership?

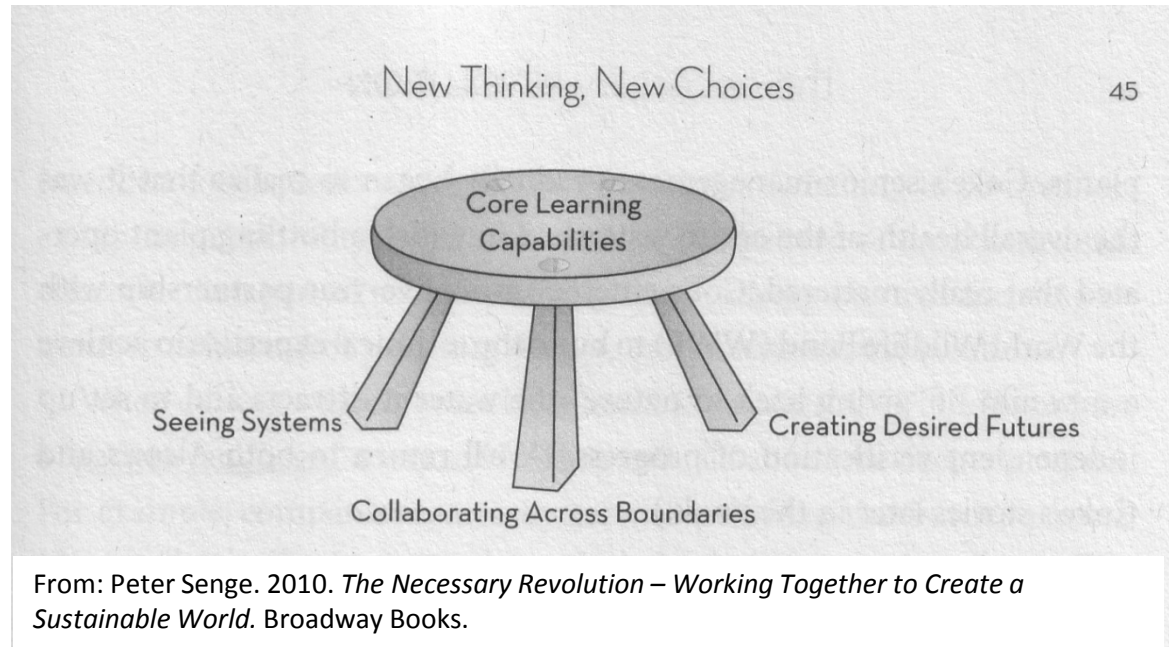
The true measure of leadership is influence, nothing more, nothing less.

- 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

Leading across organizations

In today's world:

- organizations are transforming from rigid hierarchical structures
- to networked structures
- with flows of people, information, and resources across boundaries

IWRM crosses boundaries

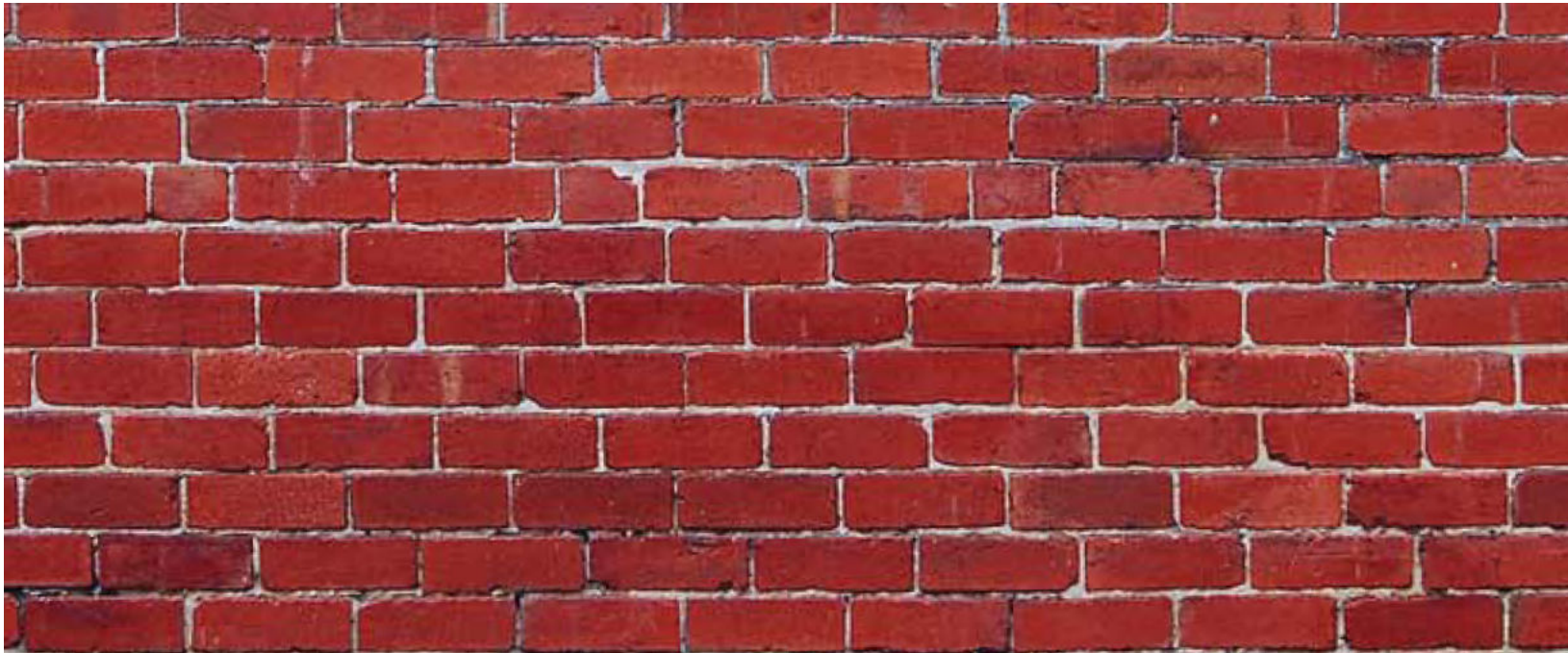
- Functions
 - Organizations
 - Expertise
 - Disciplines
 - Stakeholders
 - Cultures
 - Geographical locations
- Leaders need to go beyond their traditional focus on managing and protecting boundaries, and work towards boundary-spanning leadership

What is boundary spanning leadership?

“Boundary spanning leadership is the capability to establish direction, alignment, and commitment across boundaries in service of a higher vision or goal.” – Ernst and Yip, 2009.

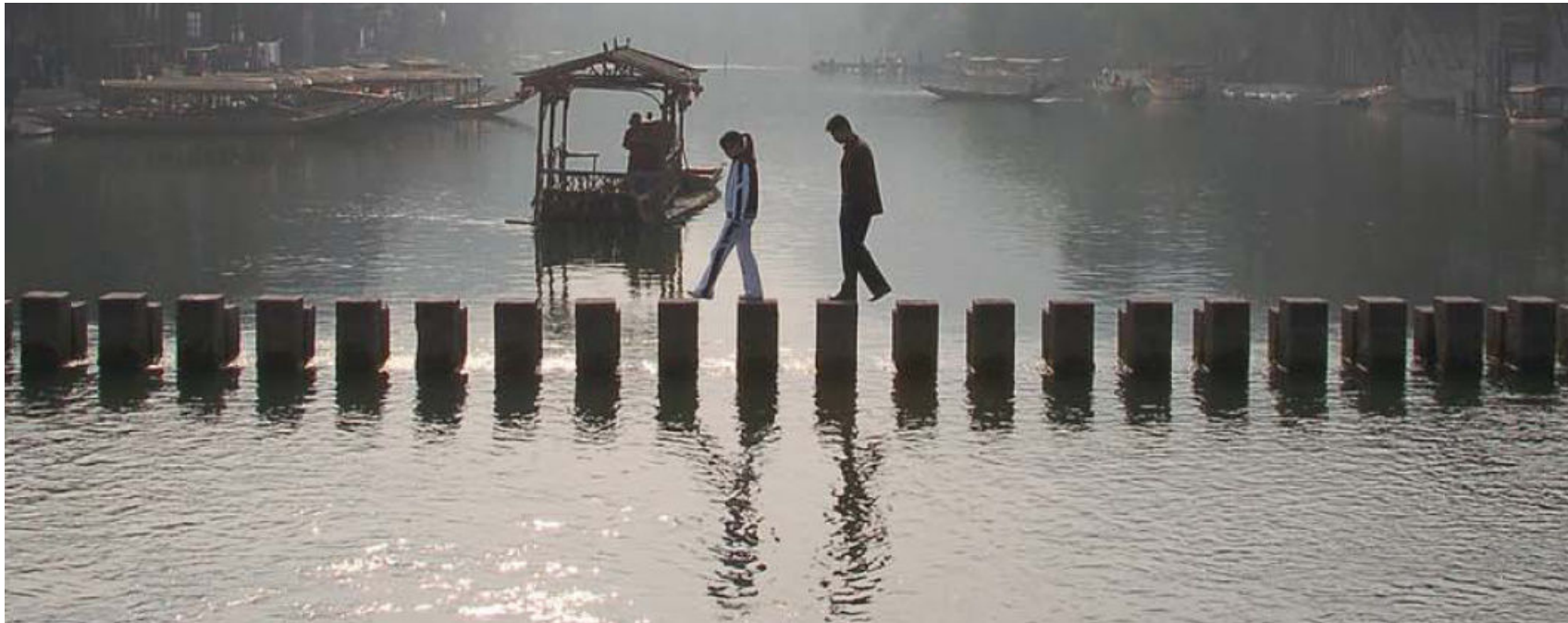
- *The IWRM process to increase water security in river basins needs boundary spanning leadership*

**A boundary – is it a barrier for you
that separates and divides?**



Source: Center for Creative Leadership

... or a bridge to innovative and transformative solutions?



Source: Center for Creative Leadership

What do senior executives say?

- 86% believe it is “extremely important” to work effectively across boundaries in their current leadership role.
- yet only 7% believe that they are “very effective” in doing so.
- Horizontal boundaries pose the greatest challenges to senior executives.

Source: Survey by Center for Creative Leadership, 2009

Your personal leadership?

- Is your leadership limited to your organization?
- Are you already a boundary spanning leader for the IWRM process in your river basin?
- Can you share a boundary spanning leadership “story” with the other workshop participants?

NARBO to offer new opportunities

IWRM Proficiency Certification Program

with 4 levels of leadership proficiency

- | | |
|-------------|------------------|
| 1. Basic | IWRM Advocate |
| 2. Middle | IWRM Facilitator |
| 3. Senior | IWRM Leader |
| 4. Regional | IWRM Counselor |

Program development has started in collaboration with UNESCO-IHE

How is leadership developed?

The 70-20-10 rule:

- 10% from course work and training
- 20% from coaching and mentoring
- 70% from challenging assignments

Source: Center for Creative Leadership

Competencies: 20 Years ago

Most important for leaders:

1. Technical mastery
2. Self-motivation / discipline
3. Confidence
4. Effective communication
5. Resourcefulness

Source: Center for Creative Leadership

Competencies: Today

Most important competencies for leaders:

1. Self-motivation / discipline
2. Effective communication
3. Learning agility
4. Multi-cultural awareness
5. Adaptability / versatility

Source: Center for Creative Leadership

Competencies: 10 Years from now

Most important competencies for leaders:

1. Adaptability / versatility
2. Effective communication
3. Learning agility
4. Multi-cultural awareness
5. Self-motivation / discipline
6. Collaboration

Source: Center for Creative Leadership

Competencies: Timeless

Essential competencies for leaders:

- Effective communication
- Self-motivation / discipline

Source: Center for Creative Leadership

Mindset matters

Leadership is not a science or art, it is a state of consciousness.

Chatterjee (1998)

Source: Center for Creative Leadership

Leadership and awareness

We see the world, not as it is,
but as we are,
or as we are conditioned to see it.

- Stephen Covey

McKinsey Leadership Model

Five dimensions of leadership



Master the art of leading from your core

Your skills and your leadership

- Visualize yourself as a glass
- Adding skills looks like pouring more water in your glass
- Developing your leadership looks like becoming a bigger glass

Developing leadership for what?

Leadership development matrix

	Individual Capacity	Team Capacity	Organizational Capacity	Partnership Capacity	Network Capacity	Systems Capacity
Individual						
Team						
Organization						
Community						
Society						

When to start?

- **Current situation:** most professionals only receive an opportunity for formal leadership development when promoted into a management position
- **New approach:** start leadership development in primary school, and invest in youth leaders
- Leadership is no longer seen to require holding an executive position

Source: Center for Creative Leadership

Non-executive leader roles

1. Project champion
2. Enabling and facilitating leader
3. Team or project leader

Based on: Three key leadership roles for non-executive water leaders – by the International WaterCentre in Brisbane

World view and leadership style

World View

Integral
Postmodern
Modern
Traditional
Imperial

Leadership Style

Integral
Collaborative
Strategic
Authoritarian
Autocratic

Learning from senior leaders

1st NARBO Executive Leadership Seminar

Hosted by PJT1 in Indonesia
June 2011

Lessons learned from experienced water leaders
in senior positions

Initiatives in 2013

- Piloting NARBO proficiency certification supported by UNESCO-IHE
- Introducing global standards for water leadership development programs at UNESCO-IHE
- Developing an International Water Leaders Program by the International WaterCentre and UNESCO-IHE

Key Messages

1. Leadership for the IWRM process will increase water security.
2. Leaders need to span boundaries in the basin.
3. Engage youth and non-executive leaders early.