

Program

Water Sensitive South Australia Workshop: Leading Across Boundaries to Advance Water Sensitive Urban Design

8:30 AM to 5:00 PM, 21-22 March 2016

Venue: Belgian Beer Café function room, 27-29 Ebenezer PI, Adelaide (www.oostende.com.au)

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Key learning objectives

- To enhance the ability of participants (local water practitioners) to exert influence across organisational boundaries and industry sectors to advance water sensitive urban design (WSUD) policy and practice.
- To provide an opportunity for water practitioners to reflect on their own leadership challenges, strengths, weaknesses, and developmental needs.
- To provide the opportunity for workshop participants to identify specific actions to improve their own leadership effectiveness, as well as design an 'influence strategy' to advance WSUD within their own organisations / regions.
- To enhance the ability of workshop participants to identify, support and collaborate with other WSUD leaders in their organisations / regions.
- To provide opportunities for workshop participants to learn from each other, and build valuable professional networks.

Background

Water Sensitive South Australia (SA) is a recently formed capacity building program. Part of its role is to help to build the capacity of local practitioners to drive change to advance sustainable forms of water management, including water sensitive urban design and water sensitive cities.

Some of the challenges currently facing practitioners who are seeking to advance WSUD in SA include:

- Commitment to WSUD outcomes is variable across organisations (e.g. within local government authorities).
- There is often a lack of coordination with respect to the implementation of WSUD within these organisations. For example, WSUD champions in local government often struggle to gain the commitment of maintenance teams to appreciate the benefits of WSUD assets.
- Unsuccessful projects in the past have drained organisation enthusiasm for WSUD in some organisations (particularly in relation to bioretention systems for stormwater treatment). Internal WSUD champions need tools / strategies to assist their organisation to overcome these experiences, collectively learn from past projects and improve performance.
- There is a need for practitioners to work as a network to collectively advocate for improved WSUD policy within planning and other regulatory frameworks (i.e. at the city or State level).



As one response to these challenges, Water Sensitive SA has organised a two-day workshop in Adelaide to help local practitioners to build their capacity to exert influence. It has sought the assistance of the International Water Centre (IWC), given the IWC's expertise and track record of delivering a variety of water leadership programs and short courses in the water sector. The workshop will be designed and facilitated by Dr André Taylor the IWC's Leadership Specialist.

Pre-workshop reading

It is recommended that workshop participants read the following two papers before the workshop¹:

- Hamel, G. (2000). Waking up IBM: How a gang of unlikely rebels transformed big blue. *Harvard Business Review*, July-August 2000, 137-146.
- Taylor, A., Lincklaen Arriëns, W., and Laing, M. (2015). Understanding Six Water Leadership Roles: A Framework to Help Build Leadership Capacity. Feature article. *New Water Policy and Practice Journal*, Vol. 1, No. 2, 4–31.

¹ Download link: <https://app.box.com/s/8wr4gwc4809o7prjqg661xbdvv0lmjfu>

Program – day 1

Time	Session	Who
8:30am – 9:15am (45 min)	Introduction <ul style="list-style-type: none"> Welcome, introductory exercise, aims of the workshop, housekeeping, overview of the agenda, workshop principles. Explanation of a simple leadership development plan template that will be used during the workshop. 	Dr André Taylor, Leadership Specialist, International Water Centre
9:15am – 10:15am (60 min)	Introduction to leadership and leadership development <ul style="list-style-type: none"> Definitions, key principles, implicit models of leadership, leader identity, the importance of building shared visions, etc. 	André
10:15am – 10:35am	Morning tea break [20 mins]	-
10:35am – 11:40am (65 min)	Introduction to self-leadership <ul style="list-style-type: none"> Definition, relevance to cross-boundary leadership, personal values, key leadership roles in the water sector, personality, being a reflective practitioner, etc. 	André
11:40am – 12:15pm (35 min)	Power and strategies to build personal power <ul style="list-style-type: none"> Definitions, types of power, relevance to cross-boundary leadership, and common strategies to build personal power, etc. 	André
12:15pm – 1:00pm	Lunch break [45 mins]	-
1:00pm – 2:00pm (60 min)	Guest speaker – local practitioner <ul style="list-style-type: none"> Presentation and discussion / interaction. This will explore strategies to exert influence across organisational boundaries, including strategies to build a shared vision for an initiative, align activities / resources towards that vision, and motivate and inspire people to achieve it. 	Daniel Bennett, City Design and Transport Strategy Manager, Adelaide City Council
2:00pm – 3:00pm (60 min)	Transformational leadership <ul style="list-style-type: none"> Introduction to the model / theory, relevance of this leadership style to cross-boundary influence, self-assessment activity, identifying ways to use this leadership style, etc. 	André
3:00pm – 3:20pm	Afternoon tea break [20 mins]	-
3:20pm – 4:45pm (85 min)	Social networking <ul style="list-style-type: none"> Relevance to cross boundary influence, types of networks, networking traps, guidelines to improve, building a networking plan, etc. 	André
4:45pm – 5:00pm (15 min)	Reflection and close <ul style="list-style-type: none"> Some quiet time to reflect on the day and identify some positive actions to apply, feedback form, close. 	André



Program – day 2

Time	Session	Who
8:30am – 9:00am (30 min)	Introduction and reflection on day 1 <ul style="list-style-type: none"> Reflection on the previous day including actions to apply new knowledge / skills, overview of the agenda for the current day. 	André
9:00am – 10:30am (90 min)	Influence and building an influence strategy <ul style="list-style-type: none"> Influence tactics and principles, building an influence strategy, ethics, influencing politicians, etc. Includes a number of frameworks / tools (e.g. Gary Hamel's framework for driving change without authority). 	André
10:30am – 10:50am	Morning tea break [20 mins]	-
10:50am – 11:50am (60 min)	Influence and building an influence strategy (continued)	
11:50am – 12:15pm (25 min)	The boundary spanning leadership model <ul style="list-style-type: none"> Overview of the framework, discussion of its relevance and use, etc. 	André
12:15pm – 1:00pm	Lunch break [45 mins]	-
1:00pm – 2:00pm (60 min)	Case study – A local government WSUD champion <ul style="list-style-type: none"> A case study to explore the leadership strategies used by a highly effective local government WSUD champion from the City of Mandurah in Western Australia. 	André
2:00pm – 3:00pm (60 min)	Case study – Advancing WSUD at the city level <ul style="list-style-type: none"> A case study to explore the leadership strategies used by a network of water practitioners to advance more sustainable forms of stormwater in the City of Melbourne in Victoria. 	André
3:00pm – 3:20pm	Afternoon tea break [20 mins]	-
3:20pm – 4:50pm (90 min)	Taking action <ul style="list-style-type: none"> This session will allow some time for people to identify some of the actions they plan to take as a result of the workshop to enhance their ability to exert influence and advance WSUD in their organisation and/or region. Each participant will be asked to deliver a short, verbal presentation to the group on three leadership strategies / actions they plan to apply from the workshop to address this challenge. 	Participants
4:50pm – 5:00pm (10 min)	Reflection and close <ul style="list-style-type: none"> Use of leadership development plans, the importance of continuing to learn leadership skills (and opportunities to do so), the importance of working together as a network, feedback form, thanks, close. 	André

