Executive Development for Utility Commissioners

**Leadership in Utilities Policy:**
**Adaptive Work for New Realities**

Saturday, July 29, 2006
1-3 p.m.
San Francisco Marriott

**Agenda**

Introductions and Plans for the Afternoon

Tools and Concepts for Adaptive Leadership

Case Study in Adaptive Leadership

Examine of a current case study where a commission faces a regulatory challenge. The case provides hands-on practice in: (1) understanding when it is appropriate for a commissioner to play a leadership role and when he or she should act based on authority; (2) differentiating between technical and adaptive challenges; (3) creating a holding environment for adaptive work; and (4) getting on the balcony to gain perspective for orchestrating the work.

Applying the Tools: Personal Cases in Adaptive Leadership

Debriefing and Adjourn