Reset for Regulation and Utilities

Leadership for a Time of Constant Change

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About PURC...

• Research on energy, water, telecoms, institutions, and leadership
• PURC/World Bank International Training Program
  – 152 countries, ~3000 professionals
• Advanced International Practices Program
• Customized courses
• Executive and Leadership Academy
Why Leadership Work at PURC

• We keep hearing... why does is not work if we have the knowledge we need?
• Technical vs. Adaptive Challenges...
## Technical vs. Adaptive Challenges

<table>
<thead>
<tr>
<th></th>
<th>What’s the work?</th>
<th>Who Does the Work?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical</td>
<td>Apply current know-how</td>
<td>Authorities</td>
</tr>
<tr>
<td>Adaptive</td>
<td>Learn new ways</td>
<td>The people with the problem</td>
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</tbody>
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From Heifetz and Linsky, 2002 [www.purc.ufl.edu](http://www.purc.ufl.edu) “Leadership in Infrastructure Policy”
As you face the challenges discussed in this conference...

- Energy independence
- Renewable energy
- Regulatory independence
- Certain complex policies
- Issues with spectrum
- Narrowbanding
- ...

In the context of small island states
How do you move forward when there is so much change?

OOCUR Conference Theme:
Regulating Utilities in a Changing Environment

• We propose you use our idea of
Adaptive Regulation
Adaptive Regulation

Developing fresh perspectives and knowledge about the future, while holding in trust the wisdom of the past.

Three juxtapositions

• Not **Best** practice, but **Next** practice
• Not **What**, but **Why**
• Not **Leading**, but **Leadership**
Not *Best* practices, but *Next* practices

- Best practice is imitation, or “borrowing knowledge”
- Best practice has a *backward look* connotation
- Next practice is needed when we are going into areas where no one has gone before
- What are our next practices going to be, and how are we going to learn from them?

– What will you try next?

Your cases

• In groups of 2-3...
  – What would you like your organization or country try that has not been done before?

• Reports
Not What? but Why?

• Next steps need foundation, basic principles, and values

• Ask “Why have certain practices or experiments been successful or unsuccessful?”
  – Analyze underlying priorities and context*
  – Learn, keep what is important, and discard what holds us back*

• This reasoning will give us something to hold on to as we move towards the future

• And help us design those next steps

*Collins, 2009. How the Mighty Fall and Why Some Companies Never Give in
Your cases

• In groups of 2-3...
  – What is your organization or country learning from what it is doing?
  – How could learning be improved?

• Reports
Not *Leading*, but *Leadership* 1/2

- A traditional concept of authority/leader is based on someone who offers:
  - Direction (where)
  - Order (how)
  - Protection (to get the work done)
- There is no “follow me” in an unknown/changing environment
Not *Leading*, but *Leadership* 2/2

- Leadership mobilizes people to tackle difficult and often ambiguous problems and circumstances
  

- Leadership in a changing environment is about helping people understand that we don’t have the answers to our questions... in fact, we may not even know what questions to ask...

- Stirring and Steering
Your cases

• In groups of 2-3...
  – How can you stir and steer?
  – Mobilize people?

• Reports
Framework

- Politics
- Negotiation
- Facilitation

What is important?

How can we do it?

- Leading
- Management
- Administration

“Sweet Spot”
- Does one exist?
- Can we find it?

- Engineering
- Economics
- Finance
- Law

What is possible?
Orchestrating the Work

From Heifetz and Linsky, 2002
Online Resource

- Narratives summarize key topics
- Additional Resources: Glossary in Spanish and four other languages
- Frequently Asked Questions, including
  - Social pricing to promote access
  - Management and regulation of State-owned Enterprises
- 500 PDFs as References
- Self-paced Quizzes (for capacity building and classrooms)

www.regulationbodyofknowledge.org
Conclusion

“The good leader is he who the people revere. The great leader is he who the people say, ‘We did it ourselves.’”

Lao-Tzu

This is what you have done!!!
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