



The Leadership Effect in Public Power: Smart Innovations for a Time of Constant Change

Araceli Castaneda and Mark A. Jamison

Public Utility Research Center
University of Florida



A time of constant change may require a different approach...

- We'd like offer you a thought process to:
 1. Help your organization innovate
 2. Help your organization move forward in a time of constant change



Adaptive Change

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?
 - What will your next experiment be?

Heifetz, Grashow, and Linsky. 2009. “Leadership in a (Permanent) Crisis.” [Harvard Business Review](#)



Your cases

- In groups of 3-4...
 - What would you like your organization to try that has not tried 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 3-4...
 - What will your organization learn from this experiment?
 - How will you make sure your organization learns from that next step?
 - How will it share?

- 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
(Heifetz, Ronald A. 1994. Leadership Without Easy Answers, p. 15)
- 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



Closing

- Stepped away from the idea that existing best practices are the way to go
- Came up with a list of next practices instead
- Came to the understand the need to practice leadership instead of leading



- To help our organizations, our community, our political environment understand that there is no best practice, no answer in the current context, and that what we try next will be an experiment.



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!!!



Technical vs. Adaptive Challenges

	What's the work?	Who Does the Work?
Technical	Apply current know-how	Authorities
Adaptive	Learn new ways	The people with the problem



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