

10. MANAGEMENT STRATEGIES

10.1. INTRODUCTION TO THE CHAPTER

This chapter includes a suite of recommended management strategies that flow from the research findings presented in Chapters 4 to 9 and the international literature review (see Appendix 1). These strategies are most relevant to middle and executive leader-managers in publicly-managed Australian urban water agencies. They should be interpreted as being *part* of the broader suite of initiatives that are needed to build 'institutional capacity' to make SUWM a mainstream practice (see Brown *et al.*, 2006a).

There are four groups of strategies. The first group includes strategies to create a supportive leadership *context* for SUWM. These strategies are relevant to all three phases of the process model of SUWM leadership (Figure 9 in Section 4.3), as well as the contextual component of the conceptual model of leadership by SUWM project champions (Figure 32 in Chapter 8). The second group of strategies aim to foster effective SUWM *executive champions* who can play an important role in supporting project champions and the SUWM leadership process (see Chapter 9). These strategies are relevant to all three phases of the process model of SUWM leadership as well as the contextual component of the conceptual model of leadership by SUWM project champions. The third group of strategies collectively aim to *attract, recruit, supervise and develop* effective SUWM project champions. These strategies are relevant to all three phases of the process model of SUWM leadership and the non-contextual elements of the conceptual model of leadership by SUWM project champions. The final group of strategies encourage *distributed leadership* in water agencies to advance SUWM. These strategies are most relevant to the third phase of the process model of SUWM leadership and the contextual component of the conceptual model of leadership by SUWM project champions. All of these strategies are summarised at the end of the chapter in the form of a 'revised conceptual model of strategies to enhance leadership by SUWM project champions and the SUWM leadership process' (see Figure 35).

The chapter concludes by providing a process that water managers can follow to help identify which management strategies are most relevant to their workplace, and therefore should be implemented. This process addresses the issue of whether diplomat or maverick project champions should be encouraged.

10.2. STRATEGIES TO CREATE A SUPPORTIVE LEADERSHIP CONTEXT FOR SUWM

This research project found that several contextual factors strongly affected the SUWM leadership process, as well as the emergence and effectiveness of SUWM project champions (see Chapter 7). Some of these factors can be managed. The following strategies provide guidance on how this can be done.

Manage the organisation's culture

- 1-1. Actively manage the organisation's dominant culture to foster innovation, learning, responsible risk taking, collaboration and sustainable practices. Given the close relationship between leadership and organisational culture (see Bass & Avolio, 1994c; Sarros *et al.*, 2002), agencies should deliver programs that build a supportive organisational culture and foster complementary leadership behaviours at all organisational levels. These programs should involve the whole organisation and be driven by the most senior executive.
- 1-2. When managing the organisation's culture and assembling SUWM project teams, seek alignment between the personal values of team members (including project champions), the values underlying the SUWM philosophy, and the values embedded in the organisational culture.

Encourage the support of colleagues

- 1-3. Encourage developing project champions to build strong social networks with peers across organisational boundaries (i.e. laterally) as well as with key executives and politicians (i.e. vertically). Mechanisms include: training in advanced forms of social networking as part of leadership development programs (LDPs); managing the organisation's dominant culture to foster collaboration and distributed leadership; and providing opportunities for project champions to build these networks (e.g. job assignments, 'cross-boundary teams', job rotations and regular forums for networking).
- 1-4. Encourage project champions to establish and chair 'cross-boundary SUWM leadership teams' with key leaders from across the organisation (e.g. people who occupy the leadership roles described in Appendix 4). Only one of these teams would exist within a single water agency. These teams should: be coached by an executive (e.g. a SUWM executive champion); interact with politicians (especially in local government); share a vision for promoting SUWM in the region; jointly scope and steer key SUWM projects; focus on building strong interpersonal relationships; focus on being able to influence executives and politicians in the organisation; actively build the leadership capacity of the team; and recognise the value of distributed leadership in the SUWM leadership process.

Build a strong resource base for SUWM

1-5. Build a stable and substantial funding base for SUWM initiatives to attract and keep proficient project champions. In local government, a recommended strategy is the use of long term 'special rate levies'.

Manage the 'organisational task system'

1-6. When trying to identify potential project champions with transformational leadership abilities (see Section 6.1) and managing their development, recognise they are most likely to emerge in, be attracted to, and be most effective in 'boundary spanning units' within water agencies. Such units frequently interact with the organisation's external environment to detect opportunities and threats (Pawar & Eastman, 1997), and usually have a policy and strategic planning function in water agencies (e.g. policy units)²⁷. Emerging champions with transformational leadership abilities could be rotated into roles in these units to help realise their leadership potential.

Overcome barriers to collaboration in large organisations

1-7. In large water agencies (e.g. those with more than 1,000 staff), place an emphasis on establishing formal mechanisms to encourage efficient cross-organisational networking and collaboration between key leaders involved with the SUWM leadership process. Mechanisms include: 'cross-boundary SUWM leadership teams' (see Strategy 1-4); strategic job rotations; and regular strategic SUWM discussion forums that involve key staff, executives, politicians (in local government) and external stakeholders who can be used to boost creativity.

Establish a strong SUWM policy framework

1-8. Ensure a policy framework is in place that commits the organisation to sustainability principles, and clearly communicates to staff that SUWM is now "core business". This framework should be consistent with the dominant organisational culture (see Strategy 1-1) and supporting plans (e.g. strategic, corporate and operational plans). For maximum effect, the corporate plan should be secondary to the policy that commits the organisation to the principles of sustainability.

Prepare for future opportunities to advance SUWM

1-9. To maximise the value of contextual factors that can create valuable opportunities for change (e.g. drought), executive champions should help project champions to: develop a heightened awareness of their leadership context and anticipate future opportunities to effect change; become comfortable with running several initiatives at once to maximise the chance that some will thrive as the context changes; and have more ambitious initiatives prepared to launch when circumstances become favourable.

Convert instances of waterway degradation into public and political support for SUWM

1-10. Foster the establishment and maintenance of credible, independent, ongoing, scientific monitoring and public reporting mechanisms to raise awareness of local waterway degradation and communicate the need for management, including the value of SUWM initiatives. Such mechanisms help to build community, political and managerial support for SUWM. These mechanisms should also highlight and acknowledge those actions of stakeholders that are helping to protect waterway health.

Build community ownership of local waterways to generate support for SUWM

1-11. Foster greater interaction between local waterways and the community to communicate the value of waterways and the need for improved management. In particular, provide programs and infrastructure to allow residents to recreate in and around waterways and to learn about their value, health and management. In the long term, this also helps to generate community, political and managerial support for SUWM initiatives.

²⁷ For more information on 'boundary spanning units', see Section 7.2.4.

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10.3. STRATEGIES TO FOSTER EFFECTIVE SUWM EXECUTIVE CHAMPIONS

The research found that SUWM executive champions can play a crucial role in the SUWM leadership process, especially the less common transformational type and where they worked in tandem with project champions (see Chapter 9). The following strategies provide guidance on how to maximise the value of SUWM executive champions.

Encourage the emergence of executive champions

2-1. Encourage executive champions to emerge by providing opportunities for them to voluntarily take on responsibilities relating to SUWM²⁸. These opportunities should be available to executives in the first three tiers of management (i.e. 'Branch Manager' upwards).

Recruit and select leaders with potential to be executive champions

2-2. When recruiting and selecting executives with SUWM responsibilities, use the information provided in Chapter 9 to identify potential executive champions. In particular, recruitment and selection processes should seek to identify leaders with the personality traits and behaviours associated with the transformational type of executive champion, given they typically have a greater ability to manage the dominant organisational culture so that it supports SUWM, and are associated with better organisational performance at delivering SUWM on-the-ground (see Chapter 9).

Develop the leadership ability of executive champions

2-3. When developing the leadership abilities of executive champions, ensure that leadership development initiatives build skills that underlie the core behaviours associated with the role (see Chapter 9). In addition, an emphasis should be placed on encouraging behaviours associated with the transformational executive champions (see Chapter 9) for the reasons given in Strategy 2-2.

Encourage executive champions to create a supportive environment for SUWM

2-4. Encourage executive champions to actively create an environment where project champions, in concert with other leaders, can safely innovate, take reasonable risks and learn when promoting SUWM. Ways to do this are recommended in Section 10.2 as well as in Snowden & Boone (2007) and Uhl-Bien *et al.* (2007).

Undertake succession planning and proactive recruitment

2-5. Encourage executive champions to plan for succession in the executive and project champion roles, and engage in proactive, targeted recruitment of project champions when necessary. Note that in agencies that are supportive of SUWM, attracting and developing project champions of the diplomat variety (see Figure 33) will increase the likelihood that these leaders will become executive champions as their careers progress.

Identify and guide the development of project champions

2-6. Identify emerging project champions, direct these leaders to a best practice LDP²⁹, and assist their development using the strategies in Section 10.4. Executive champions, champion supervisors and champion mentors can all help with this task.

Play an active role in SUWM-related leadership development programs

2-7. Encourage executive champions to play an active role in designing and delivering customised leadership development initiatives for project champions (see Section 10.4) as well as initiatives for other SUWM leaders (see Section 10.5).

Encourage the 'Tandem Model of Championship' (Witte, 1977)

2-8. Encourage executive champions to develop strong relationships with emerging SUWM project champions in the organisation, support their leadership activities, and build their leadership capacity. A structured mentor-mentee relationship is recommended (see McCauley & Douglas, 2004) if the executive champion is not the project champion's supervisor. Executive champions should be informed that some project champions, especially the maverick type, will be reluctant to seek out mentors. Executive champions should also be encouraged to check that project champions are implementing an up-to-date individual leadership development plan, and assist them to build strategic networks (see Ibarra & Hunter, 2007), self-awareness, and a heightened awareness of their leadership context.

²⁸ As major SUWM projects are typically multi-disciplinary and cross many organisational boundaries, it is possible for executives from different 'functional silos' in a water agency to become SUWM executive champions (e.g. senior planners, engineers or policy staff). Chief executive officers need to create opportunities for these leaders to emerge (e.g. volunteer to lead a new SUWM project) and then continue to encourage this role.

²⁹ Such programs are described in Strategy 3-10.

10.4. STRATEGIES TO ATTRACT, RECRUIT, SUPERVISE AND DEVELOP SUWM PROJECT CHAMPIONS

10.4.1. STRATEGIES TO ATTRACT AND RECRUIT PROJECT CHAMPIONS

- 3-1.** Attract in preference to recruit. For example, a water agency with senior transformational SUWM leaders could strategically use these leaders at forums like conferences to publicly demonstrate that its organisation's culture strongly values sustainability, learning, innovation, collaboration and distributed leadership. This is likely to attract emerging SUWM project champions to this agency. In addition, such a strategy would help to attract potential project champions with transformational leadership abilities, as leaders tend to attract leaders with similar styles (Strelecky, 2004). The research found these project champions were the most effective (see Section 6.1.4), as predicted by Transformational Leadership Theory and published empirical research (see Avolio & Bass, 2004; Lowe *et al.*, 1996).
- 3-2.** When recruiting potential project champions, use the revised conceptual model of leadership by SUWM project champions in Figure 32 to identify people with relevant attributes. In particular, look for relevant personality characteristics, personal values and demographics. Figure 33 (Chapter 8) can also be used to help identify potential diplomat or maverick project champions. Basic methods include interviews and referee checks. Advanced and more reliable methods include the use of psychometric instruments³⁰ with the assistance of qualified organisational psychologists (see Appendix 1).
- 3-3.** When attracting, recruiting and supervising potential project champions, appeal to their strong 'promotion regulatory focus' (Higgins, 1998). This term means they are typically motivated by opportunities for advancement, growth and accomplishment, rather than occupying stable and secure positions in organisations. For example, supervisors can help to create an environment where developing project champions can focus on delivering some clearly defined SUWM initiatives.
- 3-4.** Provide opportunities for staff across the organisation to emerge as project champions by volunteering for challenging SUWM-related assignments. For example, senior managers could use a new SUWM project (e.g. a demonstration project) as an opportunity for professional staff from across the organisation to volunteer to lead the project. Once a potential project champion has emerged, the 'job assignment' should be managed as a leadership development intervention. This means the assignment should include elements of challenge, assessment and support (see Appendix 1).

10.4.2. STRATEGIES FOR SUPERVISING PROJECT CHAMPIONS

- 3-5.** Place promising emergent leaders in positions in the organisation where they can access moderate levels of position power (e.g. at or above the 'team leader' level of management) to complement high levels of personal power. The SUWM project champions who had a combination of these two sources of power were generally more effective.
- 3-6.** Encourage project champions to develop social networks and exercise influence both laterally and vertically in their organisations to improve their effectiveness. This includes allowing trustworthy champions to develop working relationships with executives and politicians (in local government)³¹. Freedom to communicate directly across organisational boundaries and levels is essential for effective project champions.
- 3-7.** Ensure that potential project champions are quickly identified and given the opportunity to participate in a best practice LDP (see Strategy 3-10). Project champions with the greatest potential to benefit from a LDP would: have the personal characteristics shown in Figure 32; be at the start of their professional career, but still have several years of relevant work experience (see Adair, 2005); and have a strong commitment to learning and personal development, a desire to lead, a high need for achievement, persuasive and inspirational communication skills, strategic thinking ability, pragmatism, a high general mental ability, confidence and be self-motivated (Avolio, 2007; Doh, 2002).
- 3-8.** Once project champions have begun a LDP and developed an individual leadership development plan, ensure this plan is linked with their corporate 'performance plan', implemented and regularly revised. Supervisors and mentors (e.g. executive champions) should be involved with this process and help to facilitate the initiatives in the project champion's leadership development plan (e.g. provide challenging job assignments and allow staff rotation). In addition, the performance plans of supervisors and managers should be used to ensure that a process exists to develop the leadership potential of their professional staff such as project champions.
- 3-9.** Be aware that a project champion may strongly emerge as a SUWM leader, but this does not automatically mean that they will be operating at their full potential (see Section 5.5.1). This is particularly the case for maverick project champions and highlights the need for the early use of well-designed leadership development initiatives.

³⁰ Tools (e.g. questionnaires) that measure aspects of personality, like the existence or absence of particular traits.

³¹ Providing project champions with direct access to executives and politicians can be a sensitive issue in some local government authorities. Effective project champions will seek to build these social networks over time. Supervisors need to recognise that this is a key to project champion effectiveness and the freedom to do this should be earned as trust is built between supervisors and developing project champions.

10.4.3. STRATEGIES TO DEVELOP THE LEADERSHIP ABILITY OF PROJECT CHAMPIONS

- 3-10.** Ensure project champions have access to a best practice LDP. Such a LDP would typically:
- be grounded in leadership theory and published empirical research;
 - have been validated as being applicable to SUWM project champions;
 - include relevant models of SUWM leadership (e.g. Figures 9 and 32);
 - be on-going, as leadership development is a life-long process (Avolio, 2005);
 - include elements of assessment (e.g. pre- and post-program 360 degree feedback), challenge (e.g. job assignments) and support (e.g. mentoring);
 - be strongly supported by executives;
 - be aligned with the organisation's strategic direction and culture; and
 - be aligned with the organisation's human resource processes (e.g. links exist with staff performance plans) (Avolio, 2005, McCauley & Van Velsor, 2004).
- 3-11.** Ensure that the best practice LDP (see Strategy 3-10) includes the regular delivery of customised 'feedback intensive programs' (Guthrie & King, 2004). These programs are leadership development 'short courses' which may be delivered every few years (depending on the need), and typically take 3 to 6 months to complete. They include a 360 degree feedback component and training to produce ongoing, individual leadership development plans. For project champions, these plans are likely to include tasks relating to mentoring, coaching, networking, regular 360 degree feedback and/or job assignment. These plans also need to reflect the '70:20:10 rule' of leadership development (Lombardo & Eichinger, 2000). Namely, 70% of leadership development comes from on-the-job experience, 20% comes from receiving feedback from others (including mentoring and coaching), and only 10% comes from structured training.
- 3-12.** Specific leadership development initiatives that are likely to be needed for project champions include:
- *Mentoring* arrangements to help project champions build knowledge (e.g. of local politics), strategic networks, referent power and awareness of their leadership context. This initiative is particularly important for maverick project champions.
 - Anonymous, 360 degree feedback mechanisms to identify leadership strengths and weaknesses, as well as the degree of self-rater agreement (an indicator of self-awareness). Regularly monitoring self-rater agreement can help raise self-awareness, which is positively correlated with leadership effectiveness (see Chapter 5 and Atwater & Yammarino, 1997). Other strategies to improve self-awareness include routine post-project debriefings and mentoring.
 - *Training* that assists project champions to become proficient at using the leadership styles, core behaviours, influence tactics and power building tactics listed in Figure 32. Such training would place a priority on those behaviours associated with the most effective champions, which are also highlighted in Figure 32. This would be included in a customised 'feedback intensive program' (see Strategy 3-11).
 - *Specialist training* on advanced forms of social networking. Such training would:
 - build their capacity to undertake operational, personal and strategic networking (see Ibarra & Hunter, 2007);
 - draw on relevant social networking research and theory (see Appendix 1);
 - outline evidence-based networking strategies that can be used for gathering information, building power and exercising influence; and
 - focus on the 'strong tie strategy' of social networking (Granovetter, 1973) given champions generally prefer this tactic.
 - *Challenging job assignments* to help project champions build personal power (e.g. expert and referent forms) as well as new social networks and knowledge. Such assignments should be linked with the champions' individual leadership development plans.

10.5. STRATEGIES TO ENCOURAGE DISTRIBUTED LEADERSHIP FOR SUWM

The strategies in Section 10.1 that relate to managing the organisational culture, using 'cross-boundary SUWM leadership teams', delivering corporate LDPs, providing networking opportunities, and implementing formal mechanisms to foster efficient collaboration across organisational boundaries help to encourage distributed leadership in water agencies. Additional strategies are provided in this section.

Encourage the use of behaviours favoured by diplomat project champions

4-1. When developing the leadership ability of project champions, encourage behaviours associated with effective diplomat champions (see Figure 33) to help facilitate greater collaboration and distributed forms of SUWM leadership across the organisation.

Look for innate leadership attributes as part of standard recruiting procedures

4-2. When recruiting professionals in water agencies, routinely look for candidates with leadership potential as part of ongoing recruitment processes in addition to job-specific competencies. Basic methods include interviews and referee checks. Advanced and more reliable methods include the use of psychometric instruments with the assistance of qualified organisational psychologists (see Appendix 1). For guidance on personality traits associated with effective organisational leaders, see Appendix 1.

Train, coach and use procedures to improve distributed leadership in SUWM project teams

To foster distributed leadership within cross-boundary, multi-disciplinary SUWM project teams:

- 4-3. Encourage team members to view leadership as having 'focused' and 'distributed' components (Gibb, 1954). Focused leadership refers to the conventional emphasis on a single designated team leader. Distributed leadership allows for several team members to contribute to the leadership process at different times. Also highlight the importance of *coordinating* distributed leadership in teams to improve the effectiveness of distributed leadership (see Mehra *et al.*, 2006).
- 4-4. Ensure all team members have access to corporate LDPs that help to build behaviours related to the transformational and distributed leadership styles (see Chapter 6; Bass, 1999; Barry, 1991).

4-5. Use 'team leadership coaches' to help SUWM teams use major projects as individual and group leadership development opportunities. The coach would: be cognisant of the team members' individual leadership development plans; ensure leadership-related goals and tasks were established at the start of the project; monitor and advise on appropriate leadership behaviours to match the context, type of project and stage of the team's development; and facilitate a post-project debriefing session (see Avolio, 2005) to allow reflection and learning at an individual and team level.³²

4-6. Use a 'team charter process' (Carson *et al.*, 2007) for new SUWM teams. This proactive performance management process establishes team goals, priorities, roles and responsibilities, norms and dispute mechanisms. The process is both people and task-oriented.

4-7. Ensure organisational performance incentives (e.g. salary increases, promotions and career development opportunities) value the achievement of team goals, especially those that cross organisational boundaries.

10.6. REVISED CONCEPTUAL MODEL OF STRATEGIES TO ENHANCE LEADERSHIP BY SUWM PROJECT CHAMPIONS AND THE SUWM LEADERSHIP PROCESS

The conceptual model in Figure 35 summarises the recommended management strategies in this chapter to enhance both leadership by SUWM project champions in publicly-managed water agencies (see Figure 32 in Chapter 8) and the overall SUWM leadership process in these agencies (see Figure 9 in Chapter 4).

³² This is an advanced initiative that is most suited to well resourced teams that are managing large SUWM projects.

Strategies to Create a Supportive Leadership Context for SUWM

- Foster a supportive dominant organisational culture (e.g. that values learning and collaboration).
- Seek to align values (i.e. values in the organisational culture, personal values of SUWM leaders, and sustainability values).
- Encourage project champions (PCs) to build strong social networks (laterally and vertically).
- Use 'cross-boundary SUWM leadership teams' to build collegial support for PCs.
- Develop a stable and substantial funding base for SUWM initiatives.
- Match PCs with transformational leadership abilities with 'boundary spanning units'¹ in the organisation (e.g. strategic planning and policy units).

Strategies to Attract and Recruit SUWM Project Champions

- Attract in preference to recruit (e.g. use public appearances of transformational executive champions to attract transformational PCs to the organisation).
- Use knowledge of PC attributes (e.g. personality characteristics, personal values and demographics) as shown in Figure 32 (Chapter 8) to help identify potential PCs when recruiting staff.
- Use knowledge of the strong 'promotion regulatory focus'² of PCs (i.e. their need for personal growth and achievement) to attract them to a project or role.
- Provide opportunities across the organisation for PCs to emerge by volunteering to lead new SUWM projects.

Strategies for Supervising SUWM Project Champions

- Provide promising PCs with at least a 'moderate' level of position power (e.g. a position at or above the 'team leader' level of management).
- Encourage champions to develop social networks and exercise influence *both* laterally and vertically in their organisations.
- Identify potential PCs early, and provide best practice leadership development opportunities.
- Use selection guidelines to maximise the organisation's return on investment from leadership development programs (LDPs). These include: the personal characteristics shown in Figure 32; age (i.e. early career professionals); a strong commitment to learning and personal development; a desire to lead; a high need for achievement; persuasive and inspirational communication skills; strategic thinking ability; pragmatism; a high general mental ability; confidence; and a propensity to be self-motivated.
- Implement and regularly revise individual leadership development plans for PCs once they have begun a LDP.
- Be aware that PCs can emerge strongly as SUWM leaders but operate well below their potential as leaders.

Strategies to Develop the Leadership Ability of SUWM Project Champions

- Ensure PCs have access to a best practice LDP (see Chapter 10 and Appendix 1).
- As part of the LDP, regularly deliver customised 'feedback intensive programs' (i.e. leadership development 'short courses') for PCs. These usually run for 3 to 6 months, involve 360 degree feedback, intensive training and produce ongoing, individual leadership development plans. These plans should include a suite of actions to build leadership strengths and overcome weaknesses.
- As part of the LDP, PCs are likely to benefit most from:
 - Mentoring arrangements to help build knowledge, strategic networks, referent power and awareness of their leadership context.
 - Anonymous, 360 degree feedback mechanisms to identify leadership strengths and weaknesses, as well as build self-awareness.
 - Training that helps PCs to use the leadership styles, core behaviours and power building tactics listed in Figure 32.
 - Training on advanced strategies for social networking.
 - Challenging job assignments to build personal power (e.g. expert and referent forms) as well as new networks and knowledge.

Figure 35 – The revised conceptual model of strategies to enhance leadership by SUWM project champions and the SUWM leadership process

- Implement a strong policy framework for SUWM.
- Help PCs to prepare for future opportunities to advance SUWM.
- Implement mechanisms to encourage efficient collaboration in large organisations (e.g. regular strategic discussion forums).
- Foster greater connection between the local community and waterways to build support for SUWM.
- Use independent scientific monitoring and public reporting mechanisms to build community, political and managerial support for SUWM.

Strategies to Foster Effective SUWM Executive Champions

- Encourage the emergence of executive champions (ECs) by providing opportunities for executives to voluntarily lead major SUWM projects that cross 'functional silos' in an agency.
- Recruit and select ECs (especially the transformational type) using knowledge of their attributes (see Chapter 9).
- Develop leadership abilities of ECs using knowledge of their core behaviours (see Chapter 9).
- Encourage ECs to create a supportive environment for SUWM.
- Encourage ECs to plan for succession in the EC and PC roles, and proactively recruit PCs when required.
- Encourage ECs to identify potential PCs and guide their development.
- Encourage ECs to help design and deliver LDPs for other SUWM leaders.
- Encourage ECs to work in tandem with PCs and help to build their leadership capacity.

Strategies to Encourage Distributed Leadership for SUWM

In addition to strategies that encourage a supportive context for collaboration and distributed leadership:

- Encourage the use of behaviours associated with diplomat champions when developing the leadership ability of PCs (see Figure 33).
- Routinely look for candidates with leadership potential as part of ongoing recruitment processes in addition to job-specific competencies.
- Encourage members of cross-boundary, multi-disciplinary SUWM teams to view leadership as having both 'focused' and 'distributed' components, and emphasise the need for coordination of distributed leadership in teams.
- Provide all SUWM team members with access to LDPs that focus on distributed and transformational leadership behaviours.
- Use a 'team charter process' for new SUWM teams.
- Use 'team leadership coaches' for well resourced SUWM teams during major projects.
- Ensure organisational performance incentives value the achievement of team goals.

NOTES

- For a description of highlighted terms, see:
1. Pawar & Eastman (1997) or Section 7.2.
 2. Higgins (1998) or Section 5.2.

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10.7. PROCESS TO HELP WATER MANAGERS APPLY THE STRATEGIES

The following sequential steps are recommended for water managers who are unsure about which management strategies should be implemented in their agency.

- 1. Review strategies:** Review all of the management strategies in this chapter to understand their scope and intent.
- 2. Assess the local context:** Assess the extent to which the leadership context within the agency is supportive of SUWM. The most supportive contexts are typically characterised by:
 - A dominant (i.e. organisation-wide) organisational culture that strongly supports learning, innovation, responsible risk-taking, collaboration and sustainable practices.
 - Executives who actively manage the organisation's culture and drive leadership development initiatives across the organisation.
 - SUWM executive champions in the top two tiers of the organisation.
 - Many leaders across organisational boundaries and managerial levels who collaborate and strongly support SUWM initiatives.
 - Substantial resources for SUWM projects compared to equivalent agencies in the region.
 - A strong policy framework for SUWM that affects day-to-day decisions.
 - SUWM is seen as 'core business' for the agency.

To assist this process, give the agency a context rating on a scale from 1 to 5, where 5 is an agency with *all* of the above characteristics and 1 is an agency with *none*.

- 3. If the context rating is '5':** In this situation it is likely that the agency already has strong SUWM leadership capacity. Simply review the strategies in this chapter to look for opportunities to improve on *existing* initiatives. Recognise that this context is most suited to project champions of the diplomat variety and highly collaborative forms of distributed leadership.

- 4. If the context rating is '3' or '4' (i.e. relatively supportive contexts):** In this situation use the strategies described in this chapter to:

- Attract, recruit, supervise and develop the abilities of diplomat project champions.
- Build leadership capacity across organisational boundaries and managerial levels to encourage distributed (group-based) leadership. Given these ratings, it is likely that some form of corporate leadership development program will be in place. If so, these should be reviewed to ensure that they involve all staff who are likely to participate in SUWM leadership processes.
- Enhance the effectiveness of SUWM executive champions. It is likely that executive champions will already exist in this context, but some management strategies will still be relevant, like planning for their succession.
- Create an even more supportive leadership context for SUWM (e.g. support 'cross-boundary SUWM leadership teams').

The primary aim in this context is to foster strong distributed leadership in the agency, the existence of diplomat project champions and senior executive champions to support typical SUWM leadership processes (see Figure 9).

5. If the context rating is '1' or '2' (i.e. relatively unresponsive contexts): In this situation use the strategies described in this chapter to:

- Focus on creating a more supportive leadership context for SUWM. This suite of strategies (see Section 10.2) should be a priority in this circumstance.
- Attract, recruit, supervise and develop the abilities of *maverick* project champions as an interim measure to make progress in implementing SUWM until the context becomes more supportive of SUWM. Leadership development activities for these champions should focus on those behaviours that are associated with the most effective *maverick* champions (e.g. the ability to strategically network and influence vertically as well as laterally in the organisation). In addition, *maverick* champions should be trained to adjust their leadership behaviours to become more collaborative as their leadership context becomes more supportive of SUWM (i.e. become more like *diplomat* champions). This will typically require *maverick* champions to build self-awareness, build awareness of their leadership context, and engage in behaviours that may seem unnatural to them (e.g. showing greater persistence and consulting more frequently).
- Build leadership capacity across organisational boundaries and managerial levels to encourage distributed leadership as a longer term strategy. Ideally, the most senior executives would drive corporate leadership development programs in conjunction with programs to actively manage the organisation's dominant culture so that it supports innovation, learning, responsible risk-taking, collaboration and sustainable practices.
- Enhance the effectiveness of executive champions. In this context, it is likely that there will be an absence of strong and senior SUWM executive champions. Consequently, all of the strategies relating to executive champions in this chapter are likely to be relevant.

The primary aim in this context is to gradually build a more supportive context for SUWM, use *maverick* project champions as an interim measure to make some progress in delivering SUWM until the leadership context becomes more supportive, encourage executive champions to emerge, gradually build distributed leadership throughout the agency, and encourage *maverick* champions to become more collaborative as their leadership context becomes more supportive.

6. Develop and implement an action plan: A 'SUWM leadership development plan' should include the leadership development strategies that have been identified as being relevant to the agency. This plan should be regularly reviewed and revised. Ideally, a SUWM project champion would develop the plan in consultation with other SUWM leaders and coordinate its implementation, while a SUWM executive champion would sponsor and oversee the plan. Such a plan should be part of the agency's overall strategy to build institutional capacity for SUWM (see Brown *et al.*, 2006a). Regular reviews of this plan also represent opportunities to bring SUWM leadership issues to the attention of the agency's most senior executive leaders.