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Introduction to the IWC Water Leadership Program and Graduate Certificate in Water Leadership

Dr André Taylor, Leadership Specialist, IWC July 2020

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Introduction

- Welcome.
- **Objectives** of this presentation:
 - To explain why building leadership capacity is valuable.
 - To provide an overview of the **IWC Water Leadership Program**.
 - To provide an overview of the **Graduate Certificate in Water Leadership** degree program.
 - To explain how you can access these programs (incl. scholarships) and additional information.
- Timing.

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What we mean by 'leadership'

- A social **process of influence** that accomplishes three outcomes:
 - **Direction:** a shared understanding (vision) of common goals and strategy.
 - **Alignment:** the coordination of resources and activities.
 - **Commitment:** personal commitment to collective success.



McCauley (2014).

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Why invest in your leadership capacity?

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Leadership is about influence

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The key to successful leadership today is influence, not authority.



Dr Ken Blanchard

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Leadership is needed to drive change

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Producing change is about 80% leadership ... and 20% management... In most change efforts, those percentages are reversed. We continue to produce great managers; we need to develop great leaders.



Professor John Kotter

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Change is needed in the water sector

Howe and Mukheibir (2015).

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Water leaders drive change

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Water leaders drive change. Whilst some have outstanding technical abilities and some have advanced management skills, all water leaders are adept at the art of influence.

Professor Paul Greenfield AC

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The top skills / capacities that we will need in future (WSAA, 2017).

★ = WLP scope.

WORKFORCE SKILLS OF THE FUTURE

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Research findings

- Strong evidence in the water industry that leadership is a key ingredient to driving positive change.
- Many clear examples in the Australian water sector.

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The nature of our work context

- Many **complex challenges** that cross boundaries.
- High levels of volatility, uncertainty, complexity and ambiguity (**VUCA**).
- In such contexts:
 - There is a **greater need for leadership** (Conger, 1993).
 - Certain **forms of leadership / leadership roles** are needed.
 - Particular leadership **attributes** (e.g. skills) are needed.

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Can't rely solely on 'top down leadership'

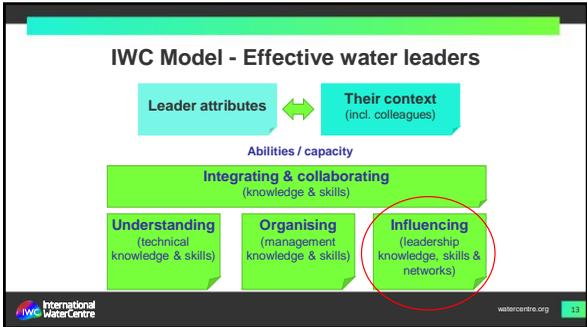
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... complex problems and rapidly changing conditions require more leadership from everyone in an organization. Leadership skills that were appropriate to the few are now necessities for the many.

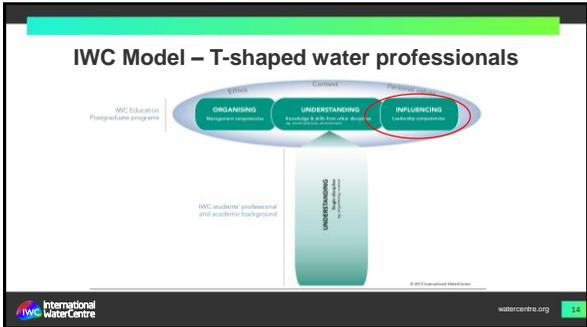
Gordon and Berry (2006, p. 90).

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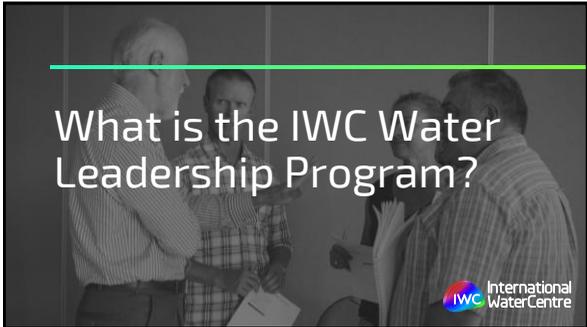
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Key features

- A nine-month, feedback intensive, leadership development program that runs each year (Dec – Aug).
- Aims to help emerging water leaders to exert influence, and drive positive change.
- Has been running since 2011, with ~25 participants per year.
- Involves a diverse range of learning methods / activities.
- The design and content is informed by research.
- Supported by:

AWA WATER SERVICES ASSOCIATION OF AUSTRALIA Awards FOR EXCELLENCE WINNER 2013

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Aims of the program

- To help emerging water leaders to build the confidence, knowledge and skills needed to effectively exert influence, drive change and advance more integrated and sustainable forms of water management.
- To build self-awareness and confidence.
- To strengthen the abilities needed to play several important water leadership roles.
- To help participants to continue to develop as leaders over their careers.

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Specific aims of the program (cont.)

- To facilitate many developmental experiences that provide:
 - challenge;
 - feedback;
 - support; and
 - reflection.
- To foster a peer support network.
- To provide easy access to relevant leadership literature.
- To generate a positive ROI.

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I chose this program because it is tailored for emerging water leaders.

Penny Ball, WLP Alumni



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Program philosophy

- Leadership can be taught and learnt.
- A 'feedback-intensive' design will be most effective.
- The program should be informed by relevant research.
- The design should allow opportunities to reflect deeply and build self-awareness.
- The design should prepare emerging leaders to play the most significant leadership roles* in the water sector.

* For details of these roles, see: Taylor, A., Lincklaen-Artiens, 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*, 12(2), 4-31.



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Program philosophy (cont.)

- Participants should own their development process.
- The '70:20:10 rule': Most development happens via practice.
- The program should involve academic specialists, industry leaders (both emerging and executive leaders) and water leadership coaches.
- It should be enjoyable!



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Key program elements

- Pre-training exercises and reading.
- Customised 360-degree feedback process.
- Two face-to-face intensives (7 days in total) with group mentoring.
- Individual leadership development plans (incl. projects).
- Three one-to-one coaching sessions.
- Five monthly on-line discussion forums.
- Three local mentoring discussions.
- Follow-up feedback.
- Reflection report.
- Certificate.



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Level of commitment needed

- Estimate = 14 days for full commitment over 9 months (~1.5 days / month).
- Must attend the 5 day intensive on 8-12 Feb 2021 in Brisbane.
- See our website for a break-down of when this time is needed (in the 'Overview' area of: <https://watercentre.org/courses/water-leadership-program/>).



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Evaluation results – Does it work?

- Strongly positive participant feedback (e.g. 2019/20 data):
 - The program met all its objectives: 97% (average participant rating, anonymous feedback).
 - The program helped to improve leadership effectiveness: 85%.
 - The program helped to improve confidence to take on leadership roles: 88%.
 - The program helped to improve self-awareness and self-leadership ability: 88%.



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Evaluation results – Does it work? (cont.)

- Anonymous data from peers indicates **positive behavioural change** occurs after 4 months (average levels of change = better than "moderate"; all cohorts).



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Strong evidence of positive change in key leadership behaviours

Extent of positive behavioural change after 4 months (peer assessed – anonymous data from June 2020)

Average rating for all 2020 participants (5.7, or 77% on the scale)

Average peer rating for each participant in 2020 (n = 23)

Rating scale for the level of behavioural change:
 A rating of:
 1 = no change
 2 = up, low, +ve
 3 = up, +ve
 4 = low, +ve
 5 = moderate, +ve
 6 = high, +ve
 7 = very high, +ve

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Evaluation results – Does it work? (cont.)

- Positive, conservatively estimated average **Return on Investment (ROI)*** estimates (e.g. in 2012 it was 3.4 or 340%).
- This means that the average participant is highly likely to repay the full cost of the participating in the program to their organisation in less than 1 year.



* Using ROI estimation methodology that is explained in: Taylor, A. (2010). Building leadership capacity to drive sustainable water management: The evaluation of a customised program. *Water Science & Technology*, 61(11), 2797–2807.

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The IWC Water Leadership Program is a fantastic program that provides emerging leaders with the skills and knowledge to help influence and drive change within the water sector.

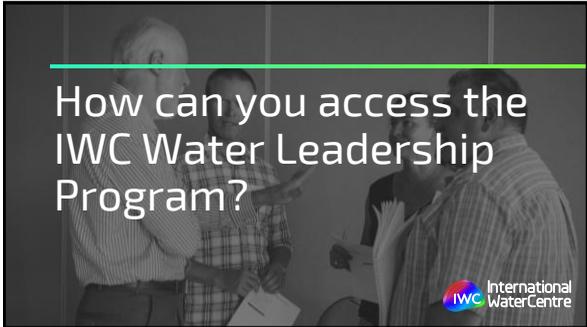
Keysha Milenkovic, WLP Alumni



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How can you access the IWC Water Leadership Program?



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WLP: Scholarship option

- Scholarships are now open and close on 1 September.
- We are offering 6 scholarships:
 - 4 full (\$10,500 ± \$2,000 AUD); and
 - 2 half (\$5,250 + \$1,000 AUD) scholarships.
- Funding comes from the IWC and our industry partners (e.g. Clearwater).
- Each scholarship has specific eligibility criteria and conditions.
- All scholarship applicants must be non-executive, project / team leaders or middle managers in the Australian water sector who are Australian citizens, permanent residents of Australia or NZ citizens currently working in Australia.

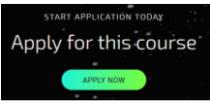


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Full fee paying option

- Apply directly before **9 November**.
- Cost: **\$10,500 AUD** plus 10% GST.
- Costs can be spread over 2 financial years.
- Typically tax deductible.
- Does not include travel or accommodation costs.
- To minimise travel costs, the July training can be done virtually.



START APPLICATION TODAY
Apply for this course
APPLY NOW

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The Graduate Certificate in Water Leadership



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What is it?

- The Graduate Certificate in Water Leadership (GCWL) is the world's first professional, **postgraduate qualification** in leadership for the water sector.
- The GCWL Program builds on and uses the development process of the IWC Water Leadership Program (WLP), to deliver an **additional level of academic rigour and learning**.
- It's **primary aims** are the same as the WLP.
- It is a part-time, one-year program delivered in partnership between the IWC and **Griffith University** and has been designed for **domestic students**.



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Design – 3 courses

- **Introduction to Water Leadership (#7970):**
 - Trimester 1 (Dec to May), 10CP.
 - Equivalent to the first half of the WLP plus some additional assessment elements.
 - Assessment: quiz; essay; design of a leadership plan (with no project); participation.
- **Advanced Water Leadership (#7972):**
 - Trimester 2 (May to Sep), 10CP.
 - Equivalent to the second half of the WLP plus some additional assessment elements.
 - Assessment: water leadership case study analysis; reflection report; participation.
- **Leadership Development Project (#7971):**
 - Trimester 1 & 2 (March to Sep), 20CP.
 - Involves scoping and delivering a significant leadership development project as a developmental 'practice field'.
 - Assessment: design of a leadership plan for the project; analysis and reflection report; verbal presentation.



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Entry pathways to the GCWL

1. Direct entry:

- Apply to be admitted to the GCWL as a Griffith University Student (by **4 November**). One admission is granted you will need to subsequently enroll in the three courses.
- You will participate in the WLP, deliver a significant leadership project, get extra 1:1 coaching, and do some assessment tasks, to earn a GCWL degree.



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Entry pathways (cont.)

2. Via the WLP:

- If you have already completed the WLP and earned a 'Certificate of Excellence' (which was called a 'Certificate of Completion' in 2012), you be awarded 'advanced standing'.
- You will only need to enroll in, and pass, the Leadership Development Project course (#7971) to earn a GCWL degree.
- WLP alumni who complete the WLP in 2020 or later need to wait 2 full years before completing the GCWL by doing the final project course (#7971).



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Cost and timing

- Total cost for all 3 courses: **\$16,000** plus GST (2021 indicative cost).
- Cost for just the Leadership Development Project course: **\$8,000** plus GST.
- Griffith's deadline to apply for admission as a 2021 student is **4 November 2020**.



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Scholarships - GCWL

- Two half scholarships (worth \$8,000 each) are currently open until **1 September**.
- Available to **Australian or New Zealand citizens, or Australian permanent residents** to study all 3 courses in the GCWL in 2021.
- If you apply for a GCWL scholarship we ask you to apply for admission to the program at Griffith University at the same time (by 1 September).



SCHOLARSHIP – DOMESTIC
Graduate Certificate in Water Leadership – \$8,000
APPLICATIONS NOW OPEN

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Where to go for more information



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Where to access more information

- The **IWC website** for details, including:
 - Program details.
 - WLP syllabus summary.
 - Scholarships details and application portal.
 - WLP readiness assessment tool.
- Online form to directly apply for the WLP (and link to the Griffith University admission application portal).
- Let us connect you to some of our **alumni**.
- Contact us for a **chat** (e.g. myself or Dr Brian McIntosh, Education Director, ph. 0458 855 945, b.mcintosh@watercentre.org).



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Any questions?



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