

# Sustainable Urban Water Management

Lecture 6: Leadership & SUWM

# Outline

- 1. Small recap on previous lectures**
- 2. Dealing with complex water issues: the leadership challenge**
- 3. The TDT- Leadership typology**
- 4. Using the typology in a case-study**

# 1. Recap

SUWM:  
water management as a  
**multidimensional  
governance issue**  
(lecture 4)

with

**Innovative designs**  
to dealing with water  
problems  
(lecture 2)

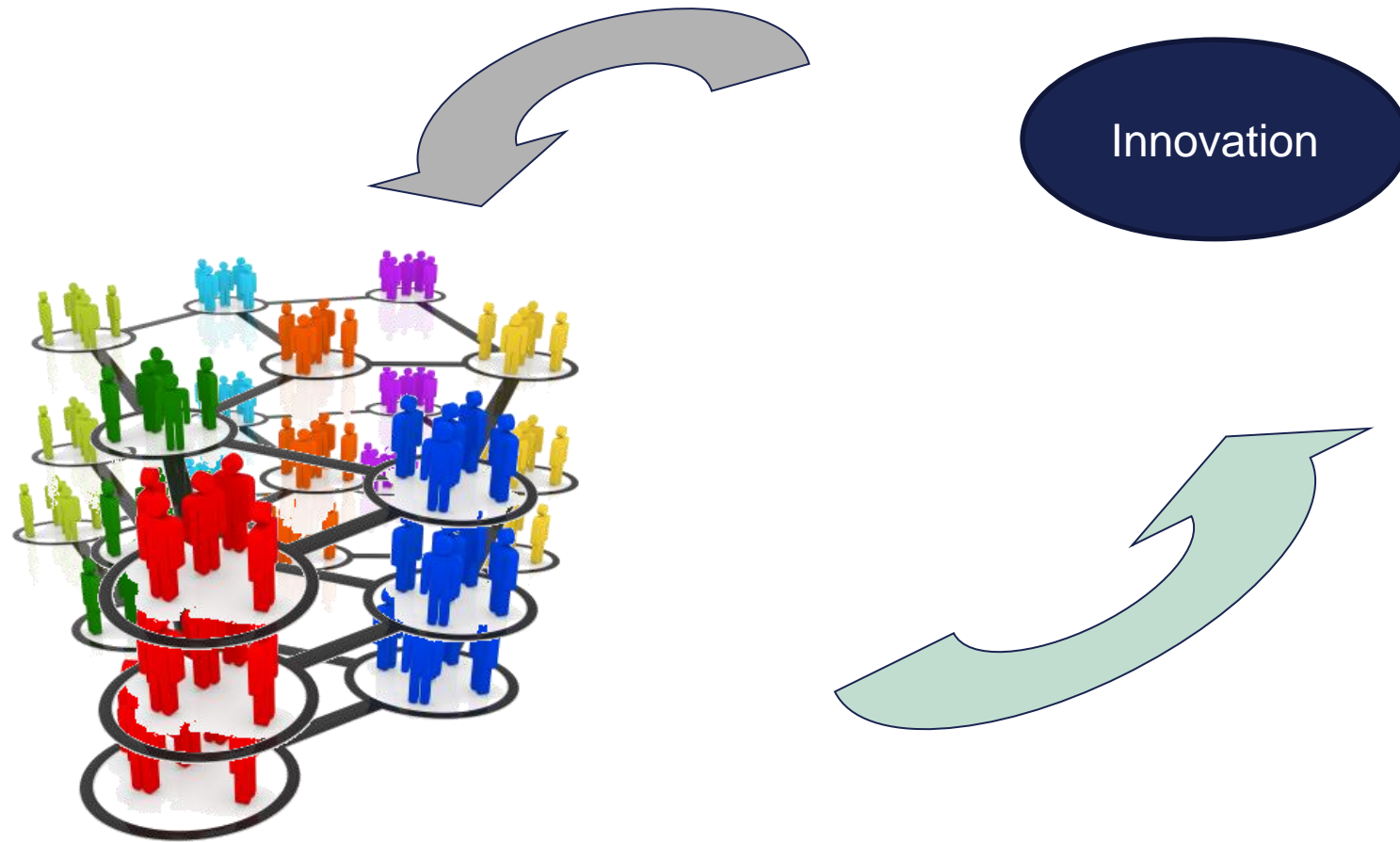
in an

**Integrative approach**  
(lecture 1)

Link to  
Lecture  
1,2 & 4 in  
this  
module



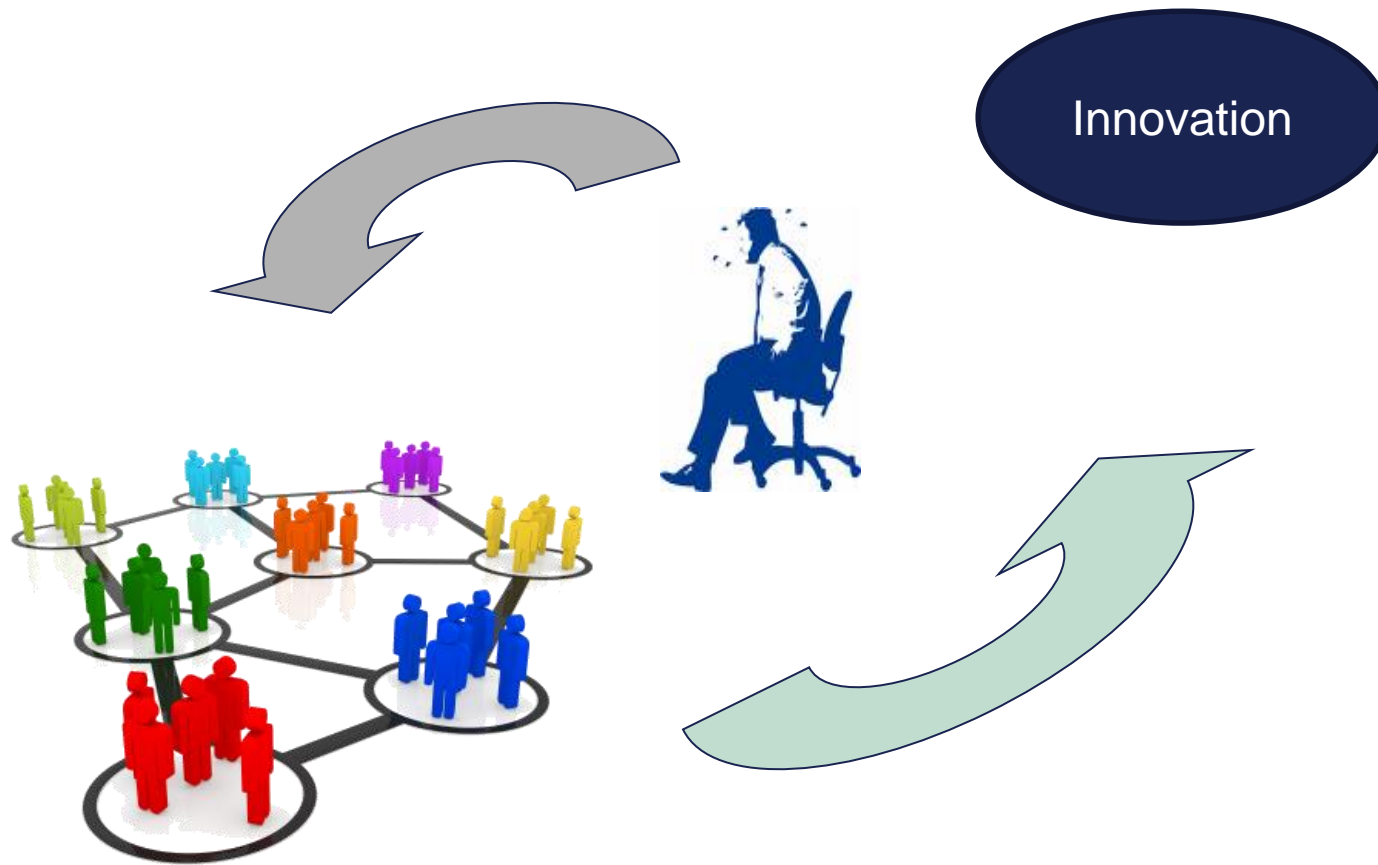
# Complexity of SUWM



SUS  
TAIN

## **2. Dealing with complex water issues: The Leadership Challenge**

# The leadership challenge



SUS  
TAIN

# The leadership challenge

- Connecting Innovations to Context of decision-making
- Connecting stakes and stakeholders
- Connecting short term to long term



# Complexity

Governance of complexity

# Complexity

What do we do to deal with something complex?

# Complexity

The human tendency to reduce complexity...and the resulting inability to deal with multidimensional water issues

# How do we tend to deal with something complex?



**Focus on  
content**

**Reduce  
complexity**



**Focus on  
process**

# 3. The TDT-leadership typology

# **Daring Leadership & the TDT Typology**

**Ideal types of Transactional,  
Transformational & Daring  
Leadership**

# A distinction in leadership ideal types (further developed from Bass, Burns, Weber)

## Transactional leadership:

Incremental

Reduce resistance /  
conflict

Focus on process

## Transformational leadership:

large change

convincing others

Focus on content



SUS  
TAIN

# Leadership ideal types and dealing with complexity

## Transactional leadership:

Incremental

Reduce resistance /  
conflict

Focus on process



## Transformational leadership:

large change

convincing others

Focus on content





# The TDT Leadership typology

## Transactional leadership

“He is too nice, really. A typical person that always searches the middle ground. He should rock the boat a bit more sometimes!”

## Daring leadership

## Transformational leadership

“I have this tendency to convince everyone all the time..that is not always good!”

*Suboptimal  
compromizes*



*Deadlock*

**SUS**  
**TAIN**

<i>Focus of action</i>
<i>Main repertoire of activities</i>
<i>Interaction form</i>
<i>strategies</i>
<i>Betting on support</i>
<i>Interest in the content of the decision</i>

	<b>Transactional</b>
<i>Focus of action</i>	Process
<i>Main repertoire of activities</i>	Accommodating brokerage
<i>Interaction form</i>	Cooperation
<i>strategies</i>	Dialogue, Decide and Deliver
<i>Betting on support</i>	No
<i>Interest in the content of the decision</i>	Low

<b>Transformational</b>
Content
Advocacy
Competition
Decide, Announce and Defend
No
High

	<b>Transactional</b>	<b>Daring</b>	<b>Transformational</b>
<i>Focus of action</i>	Process	Connecting Content with Process	Content
<i>Main repertoire of activities</i>	Accommodating brokerage	Issue Management & Multi-actor connectivity	Advocacy
<i>Interaction form</i>	Cooperation	Coopetition	Competition
<i>strategies</i>	Dialogue, Decide and Deliver	Announce, Dialogue and Adjust	Decide, Announce and Defend
<i>Betting on support</i>	No	Yes	No
<i>Interest in the content of the decision</i>	Low	High	High

Reducing complexity: transactional focus on  
process transformational focus on content

Need to connect process with content

Need to create stimulating environment

From a political leadership point of view this  
requires DARING

**Transactional  
leadership**

**Daring leadership**  
**Connective capacity**  
**&**  
**Less control, more**  
**flexibility**  
**&**  
**Safeguard the public good**  
**&**  
**Embrace complexity**  
**&**  
**Betting on support**

**Transformational  
leadership**

## Reminder:

- Leadership is an activity rather than a person
- Ideal types are (conceptual) extremes
- Individuals/groups will show combinations of all three ideal types
- We need all leadership types, in different situations
- All have merits and flaws

# A leadership typology

	<b>Transactional</b>	<b>Daring</b>	<b>Transformational</b>
<i>Focus of action</i>	Process	Connecting Content with Process	Content
<i>Main repertoire of activities</i>	Accommodating brokerage	Issue Management & Multi-actor connectivity	Advocacy
<i>Interaction form</i>	Cooperation	Coopetition	Competition
<i>strategies</i>	Dialogue, Decide and Deliver	Announce, Dialogue and Adjust	Decide, Announce and Defend
<i>Betting on support</i>	No	Yes	No
<i>Interest in the content of the decision</i>	Low	High	High



# Exercise

Which of these ideal-typical leadership behaviors can be witnessed in the processes of water management in your city?

	<b>Transactional</b>	<b>Daring</b>	<b>Transformational</b>
<i>Focus of action</i>	Process	Connecting Content with Process	Content
<i>Main repertoire of activities</i>	Accommodating brokerage	Issue Management & Multi-actor connectivity	Advocacy
<i>Interaction form</i>	Cooperation	Coopetition	Competition
<i>strategies</i>	Dialogue, Decide and Deliver	Announce, Dialogue and Adjust	Decide, Announce and Defend
<i>Betting on support</i>	No	Yes	No
<i>Interest in the content of the decision</i>	Low	High	High



What process-results can be identified in relation to those leadership behaviors?

## 4. Using the typology in a case-study

# **Case- Study: Leadership in the VZ case of water management in the Netherlands**

See Case Study Booklet

# Literature

- Scholten, P. en Edelenbos, J (2011)
- Hart, P. 't, & Uhr, J. (2008). *Public leadership perspectives and practices*. ANU E Press. Chapter...?
- Suggested: Scholten, P. (2011) daring leadership chapter 5