



**TRANSFORMATIVE
LEADERSHIP:**

**A STRATEGY FOR
ACHIEVING WATER-SMART
MANAGEMENT**

**AquaSPICE
Summer School**



2-5 July 2024



What are the key elements we do need to achieve water-smart management?

- Conducive policies
- Available fundings
- Research and its results and solutions.



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What is missing?

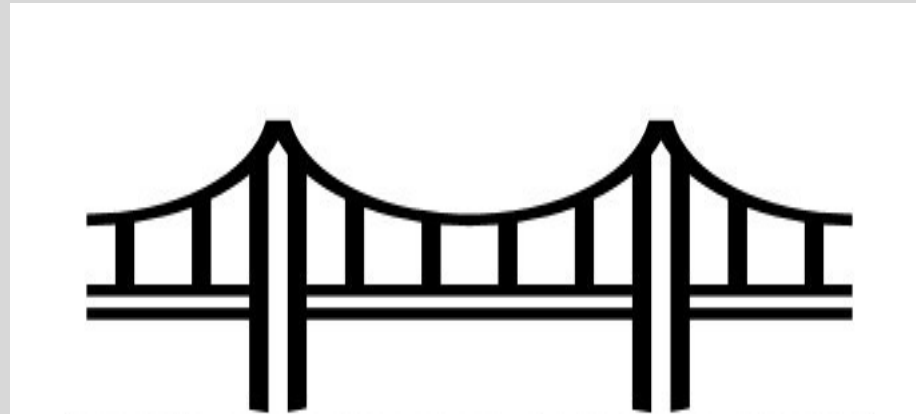
SYSTEM

(society, companies, organizations, etc.)

PEOPLE

(Adoption and enactment of the new policies, as well as the research's results and solutions)

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◦ Innovation

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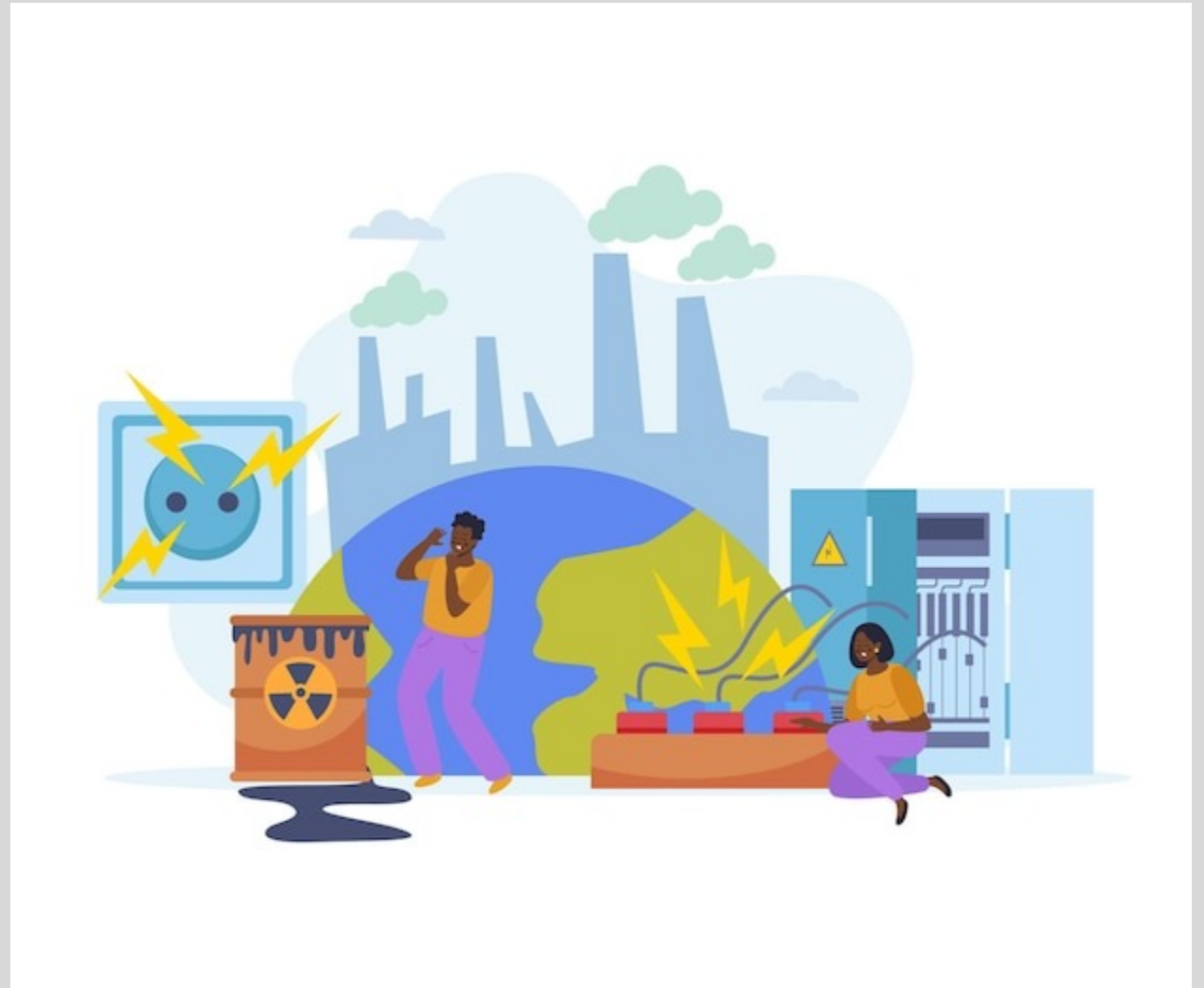
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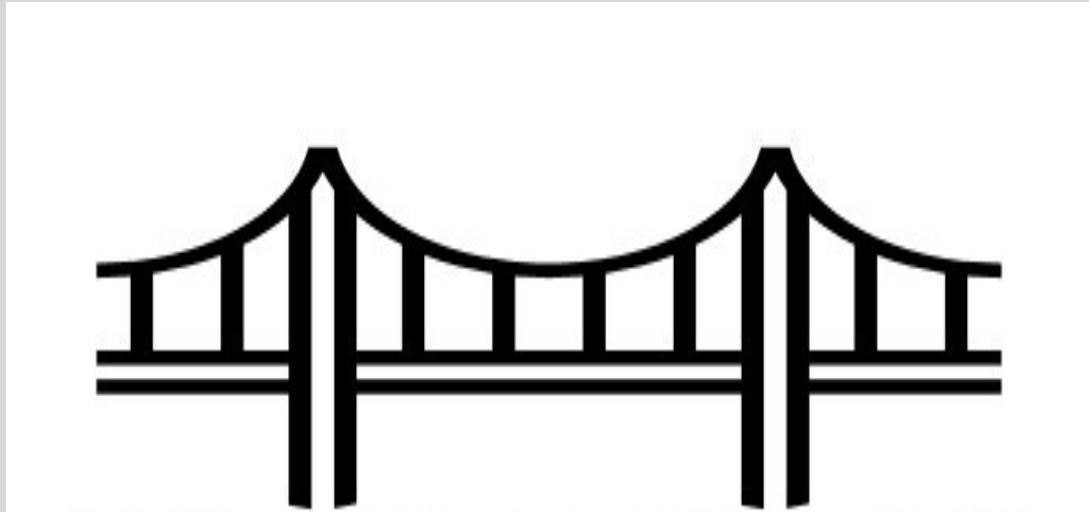
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How to build the bridge?



Knowledge, strategies, methods and tools to enable systems and people to shift from the current water management to a new water smart management, so implementing and respecting the new policies, and daily integrating the results and solutions of research.

This is a discipline!



Trasformative Leadership

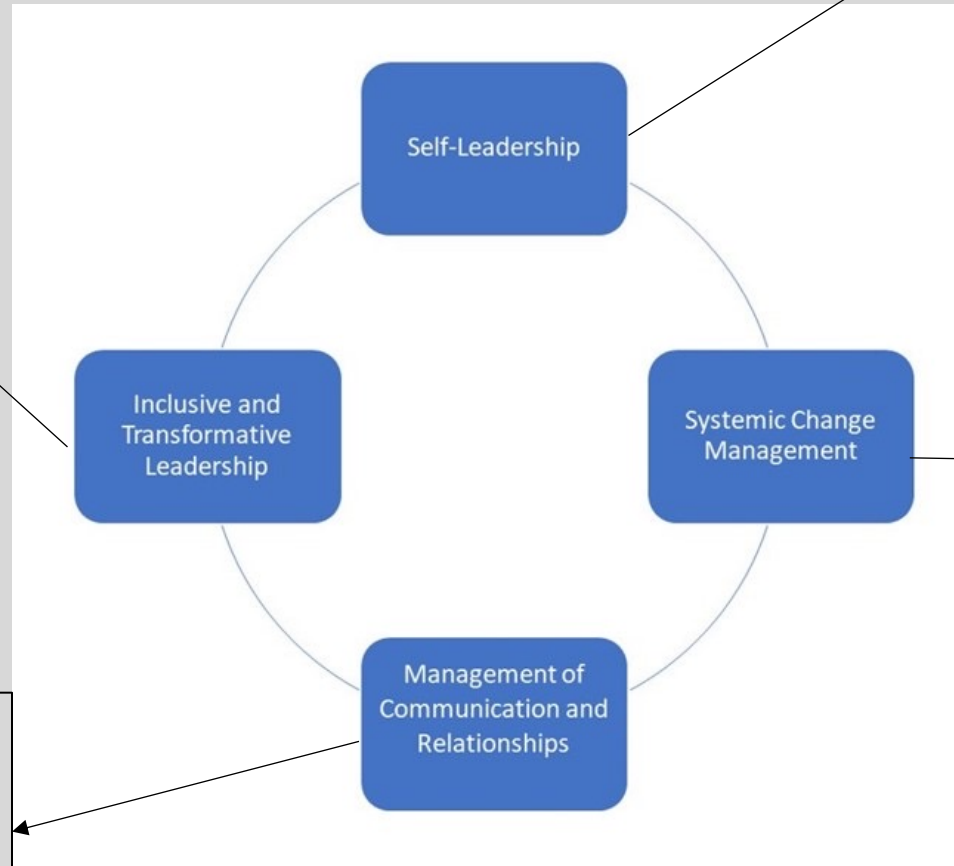
It is the discipline that concerns the Human Side of Change.

It entails a structured process (made of strategies, tools and activities) that addresses the human side of change, enabling systems and people to transit from a current ineffective situation to a new desired state.

Transformative Leadership

The ability to **effectively and actively include and lead people** towards the change objective.

The ability to **create conducive human environments** to achieve the change (communication and relationships make about 50% of the result!)



The ability to **Self-Drive** and perform at best towards the change objectives.

The ability to successfully **plan, implement and achieve the human transformation** towards the change objectives.

The 4-Pillar Based Approach©

Systemic Change Management

Systemic Change Management is the discipline that enables change leaders to plan and implement transformations at two interconnected levels:

- The System Level: the way the target systems (organizations, stakeholders, etc.) function

Which means the transformation of some **formal rules** (laws, policies) and **informal norms** (social codes/behaviors) that shape the systemic organizational, communication and relational modes.

If systems keep on functioning the same way, they will keep on generating the same results.



Systemic Change Management

- The Individual (people) Level: the way people think and behave

Which means the transformation of **people's thoughts and daily behavior**, and their alignment with the new system functioning (formal and informal rules) and change goal.

If people do not change the way they think and behave, the new system's laws, policies and social codes will never be applied.



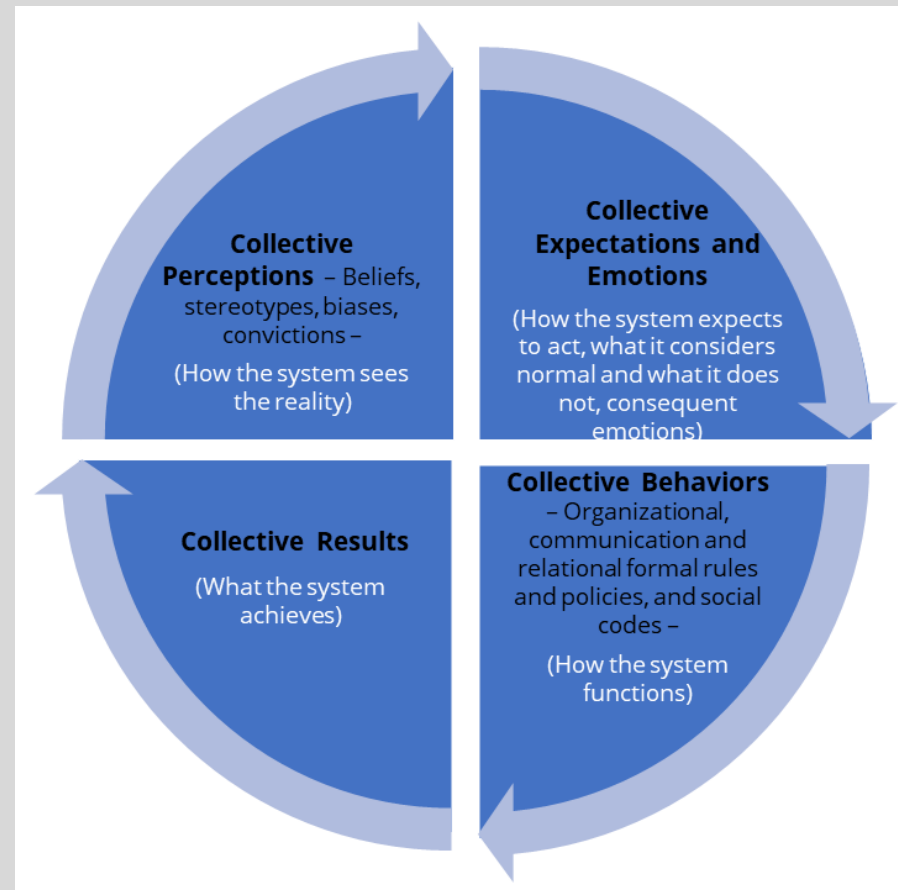
ACHIEVING WATER-
SMART MANAGEMENT,
AND SOCIETIES, NEED
HUMAN CHANGES AT
BOTH SYSTEM AND
PEOPLE LEVELS!



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The Systemic Change

It describes the way any human system functions, from collective thoughts and vision, to results.



System Functioning Cycle (SFC)©

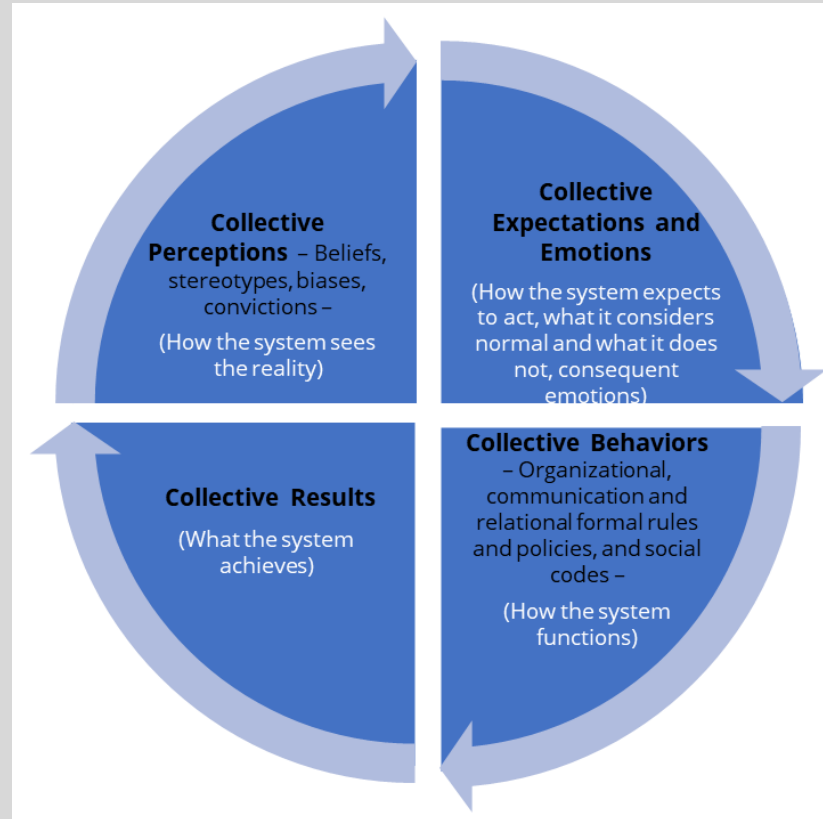
The Systemic Change

Perceptions: what people inside the system think, their **vision and convictions**.

- Technology is complex
- Technology is not for everyone.

Results: what people achieve, the **current reality** inside the system.

- Technology innovation does not take place, or it is too slow, or not socially sustainable.
- Technology divide.



System Functioning Cycle (SFC)©

Expectations: what people expect to do, or to happen, since it is **normal** inside the system.

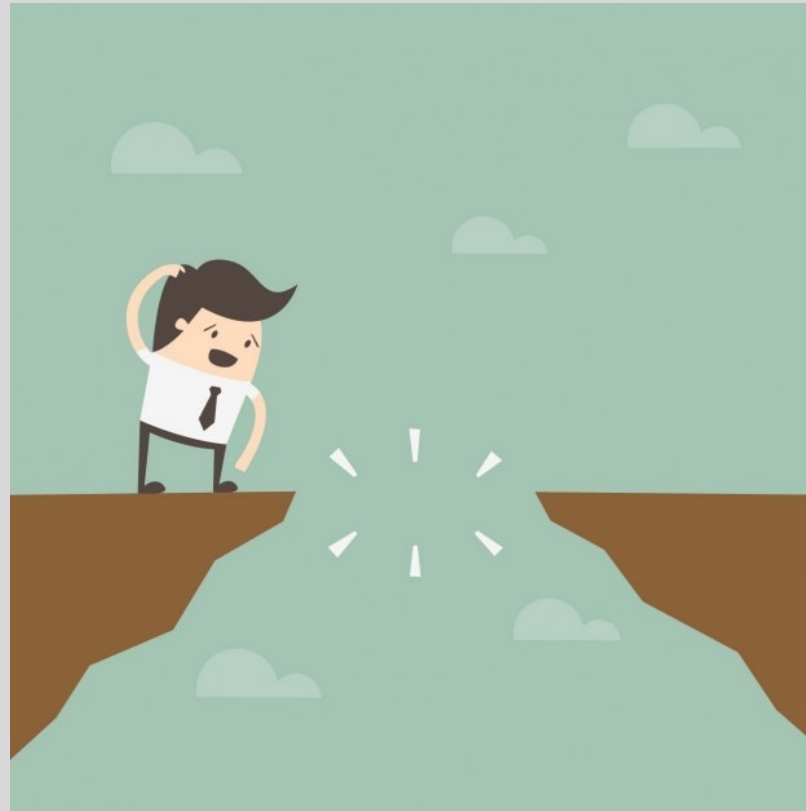
- People expect to be in trouble if they use new technologies (stress)
- People expect not being able to use technology (fear)
- People expect that specific groups will be left behind by technology (feeling of unfairness)
- People expect inaccessibility to increase due to technology.

Behaviors: the **policies and social codes/habits** that rule the way people **act, communicate** and **interact** inside the system.

- People resist to technology
- People do not dare to introduce new bylaws on the use of technologies
- People do not implement any organizational change (roles/tasks/responsibilities) conducive to technology innovation
- Communication about technology is biased and stereotyped
- People exclude specific groups (elderly people, women, persons with disabilities) as technology users
- Relationships between technology users and non-users are affected.

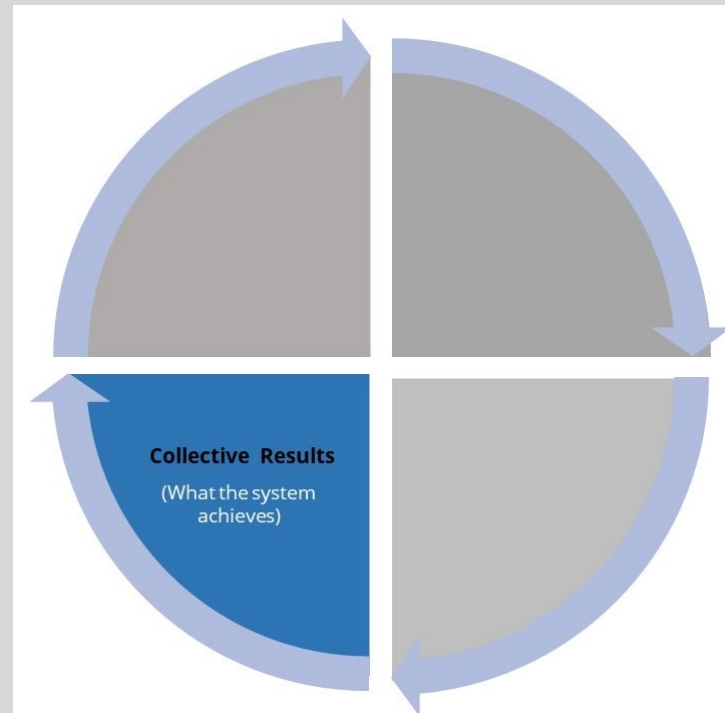
Main mistakes that cause changes and innovation to fail

- Conducive policies
- Available fundings
- Research and its results and solutions.



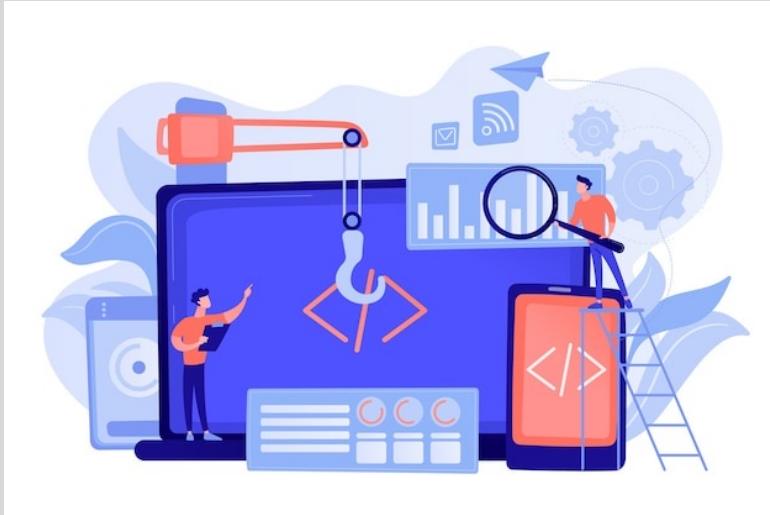
Adoption and enactment of the new policies, and research's results and solutions by systems and people.

1. Change leaders focus only on results, leaving unchanged the functioning mechanism of the human target system



System Functioning Cycle (SFC)©

1. Example: Technology Innovation



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Many processes of technology innovation inside companies do not include the human side of change. In 2019, an important number of companies seemed to have failed their process to become data-driven.

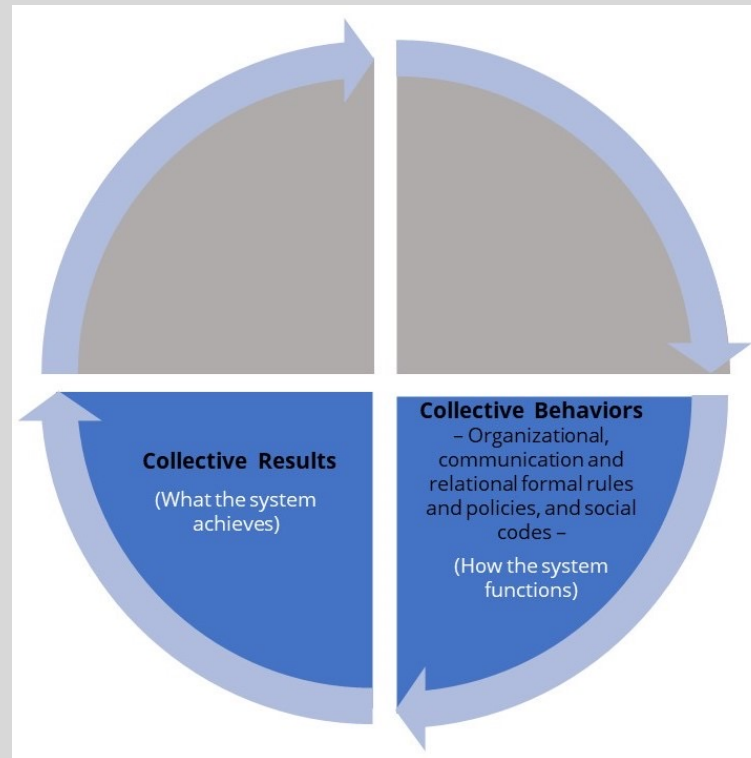
The 2019 Big Data and AI Executive Survey, of NewVantage Partners, reported that:

- 72% of survey participants report that they have yet to forge a data culture
- 69% report that they have not created a data-driven organization
- 53% state that they are not yet treating data as a business asset
- 52% admit that they are not competing on data and analytics.

“Executives who responded to the survey say that the challenges to successful business adoption do not appear to stem from technology obstacles; only 7.5% of these executives cite technology as the challenge. Rather, 93% of respondents identify people and process issues as the obstacle. Clearly, the difficulty of cultural change has been dramatically underestimated in these leading companies”.

(*Companies Are Failing in Their Efforts to Become Data-Driven*, by Randy Bean and Thomas H. Davenport, Harvard Business Review, <https://hbr.org/2019/02/companies-are-failing-in-their-efforts-to-become-data-driven>).

2. Change leaders want to change some system's rules (policies, norms, social codes) without considering the people's mental mechanisms



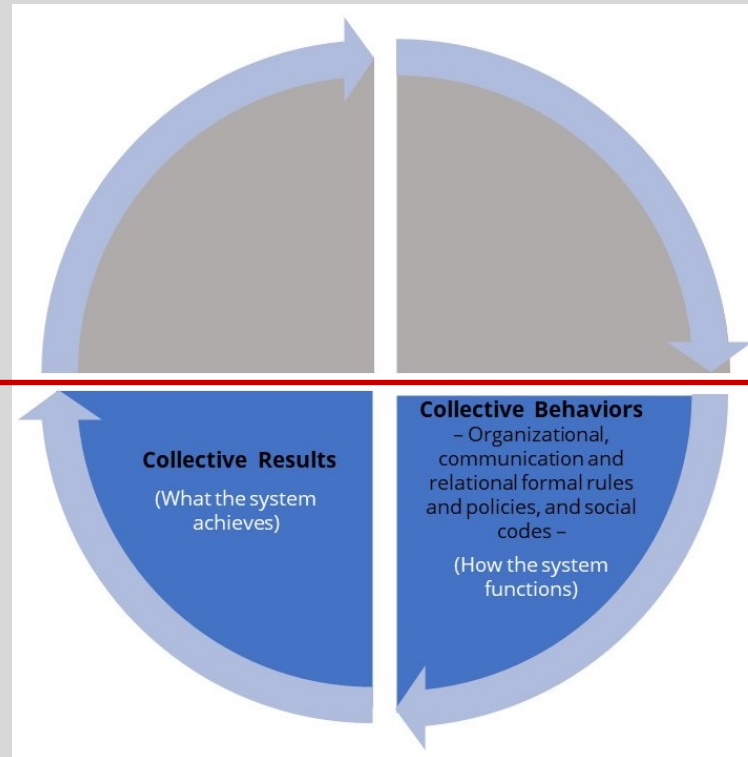
System Functioning Cycle (SFC)©

2. Example: Responsible and sustainable use of water at home

Limiting Collective Perceptions:

- Water is an inexhaustible resource
- Recommendations to use less water come from green extremism
- My grandparents have always used water in this way
- My individual approach to water will not impact the planet (tragedy of commons)
-

Reduce waste of water.



Limiting Collective Expectations:

- People expect to use water as they want (it is normal)
- People do not expect to change the way they use water (it is not normal)
-

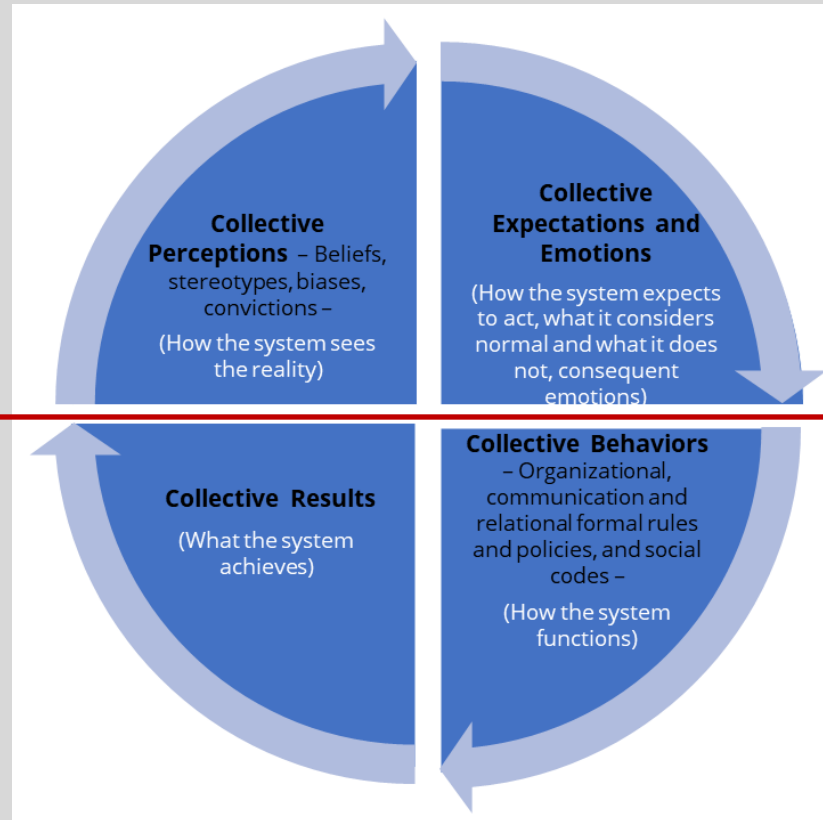
People responsibly and sustainably use water at home.

Limiting Perceptions: what people inside the system think, their vision and convictions.

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Results: what people achieve, the current reality inside the system.

- Technology innovation.



System Functioning Cycle (SFC)©

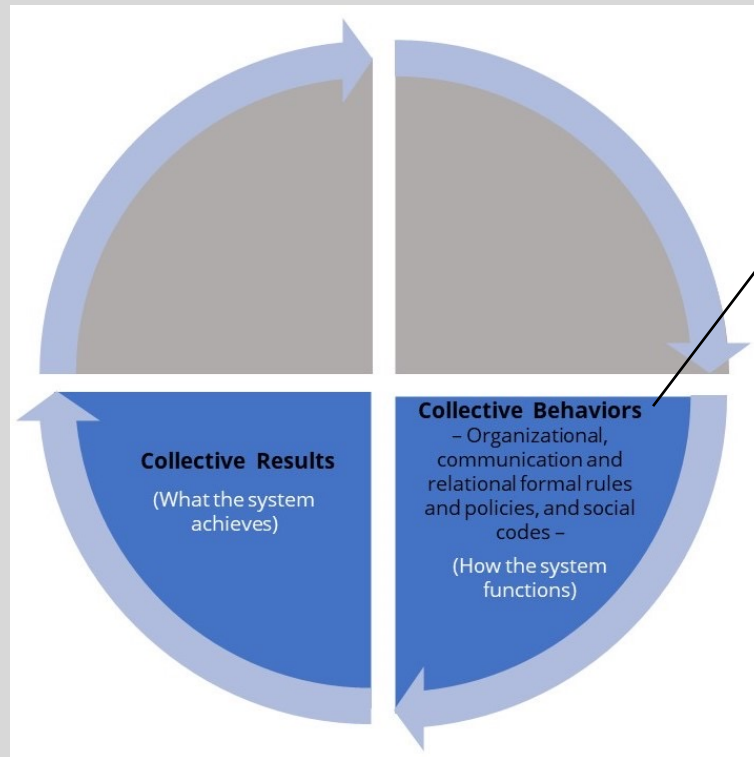
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Behaviors: the policies and social codes/habits that rule the way people act, communicate and interact inside the system.

- Managers implement some organizational changes (roles/tasks/responsibilities) to create work environments conducive to technology innovation.
- Staff members to respect and implement the changes.

3. Change leaders focus only on organizational changes and skip the relational and communication aspects.



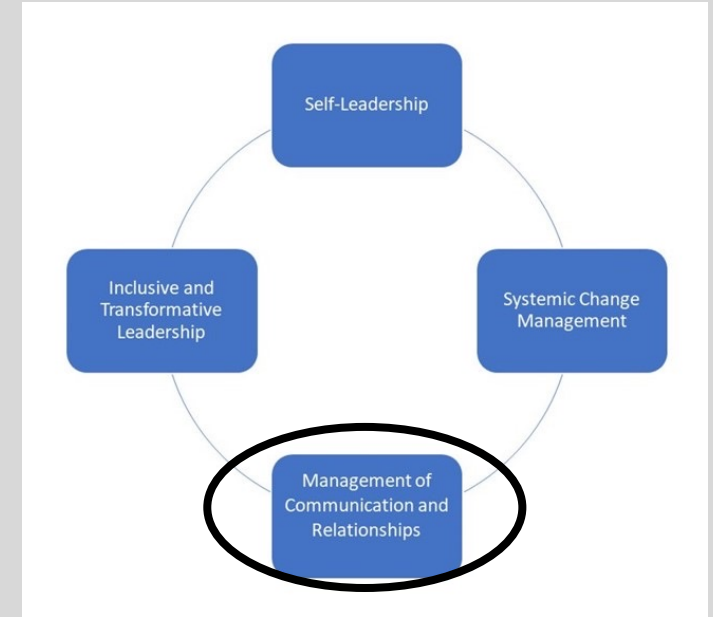
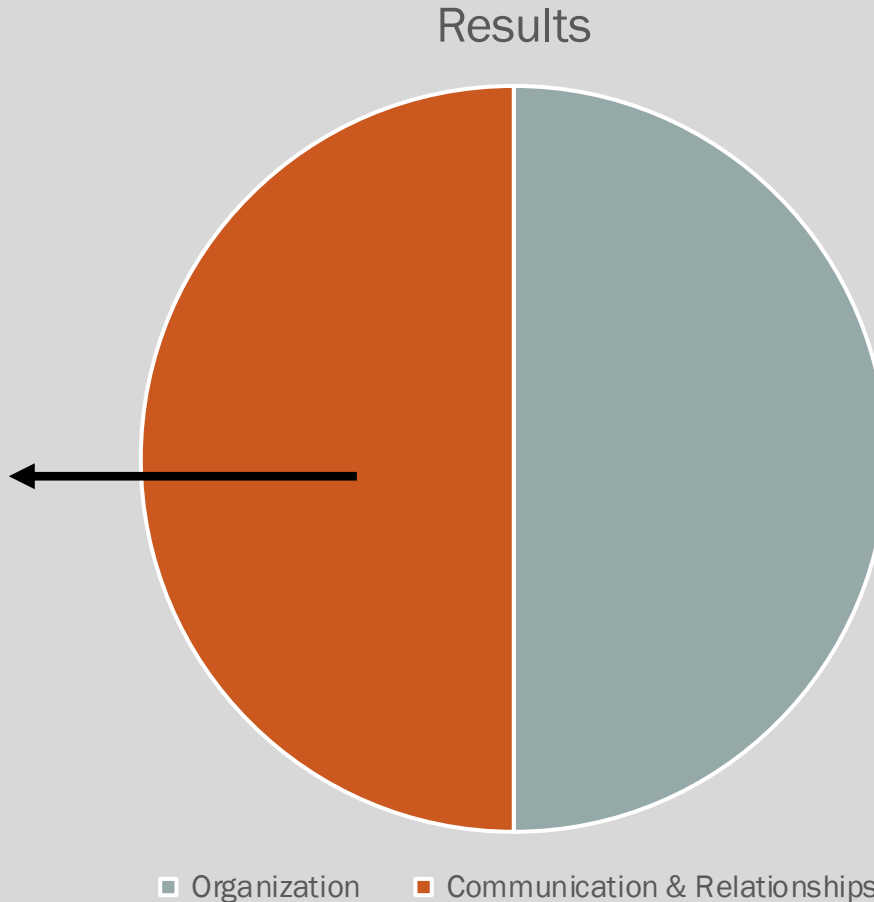
System Functioning Cycle (SFC)©

Formal (policies, laws, etc.) and informal (social codes):

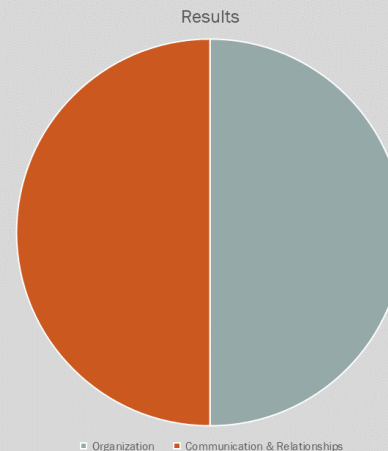
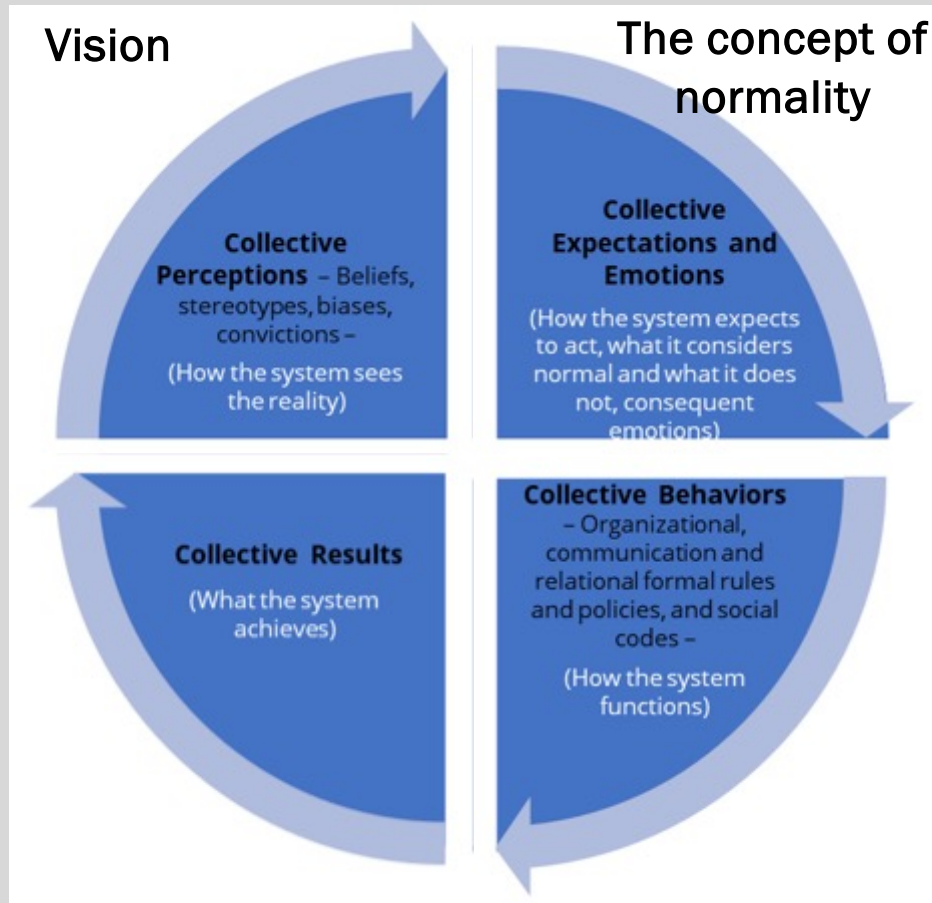
- ~~Organizational rules~~
- ~~Communication rules~~
- ~~Interaction rules.~~

- Changes to integrate hybrid work (without integrating new ways to communicate and collaborate)
- Changes to reduce the digital gap and advance digital inclusion (without creating psychologically safe environments)

- Influence the perpetration of stereotypes, biases, limiting perceptions and expectations that hinder the development of new behaviors
- Influence psychological safety
- Influence inclusion
- Influence collaboration
- Influence sharing and transfer of information
- Influence leadership
- Influence reciprocal support
- Influence trust
- Influence conflict management
- etc.



If we want to successfully lead transformations (innovation)....



- Change the way the system functions
- Align people's thoughts, hearth and behaviors to the new system's functioning mode

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THANK YOU!

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