

A vertical line of small white dots is positioned in the upper left corner of the slide.

Survival Guide for the Independent Regulator



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"The RIC -- are they really here to protect?"
Trinidad & Tobago Express, 2004

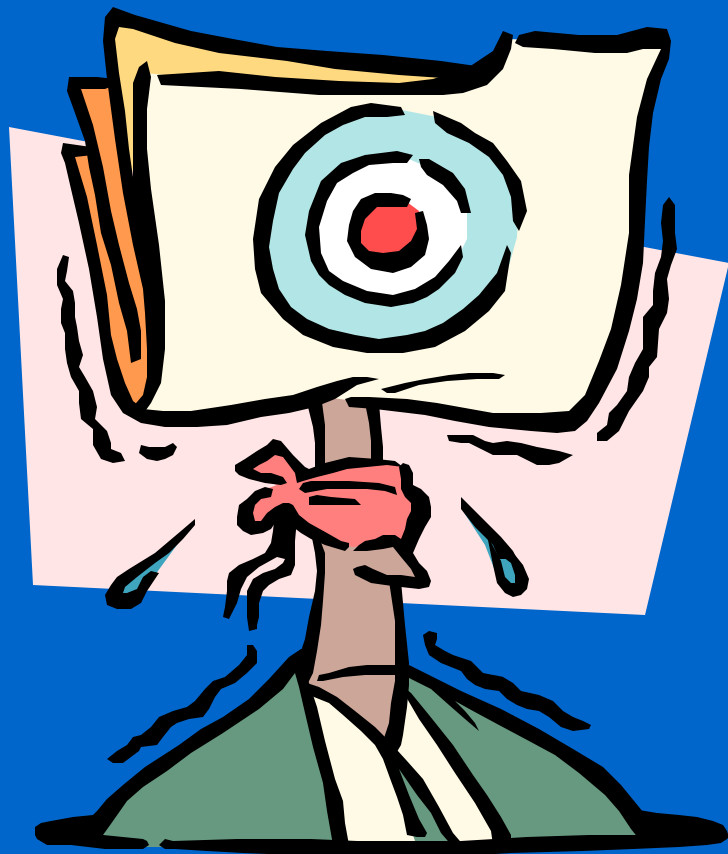
"OUR budget still awaiting cabinet approval"

Jamaica Gleaner, 2000

"Unhappy with consumer protection, OUR"
Jamaica Gleaner, 2001



Why dangers for regulators?



Regulator

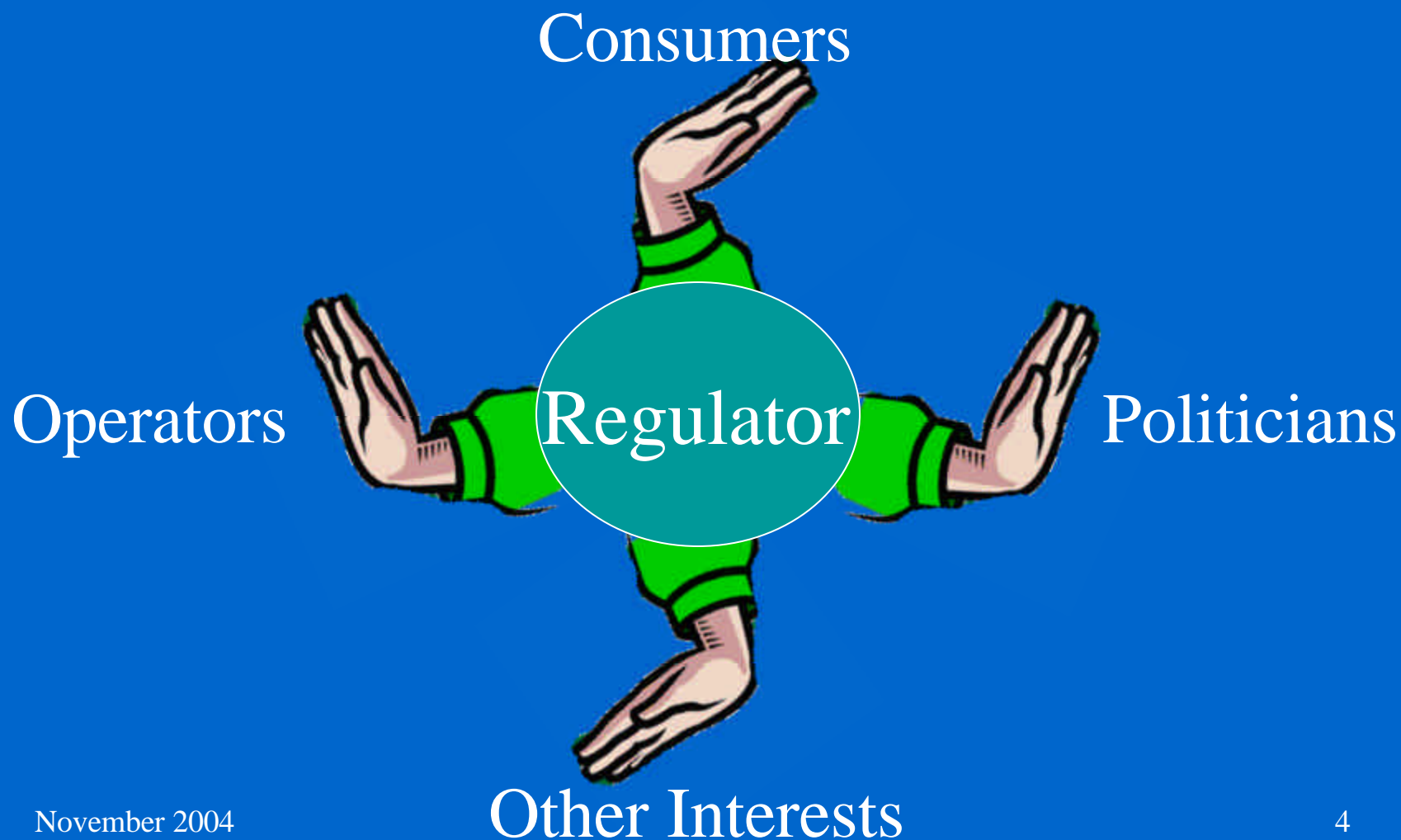
Independence means

- Loss of political power
- Loss of political options
- Loss of influence

Player in the process



Meaning of Independence



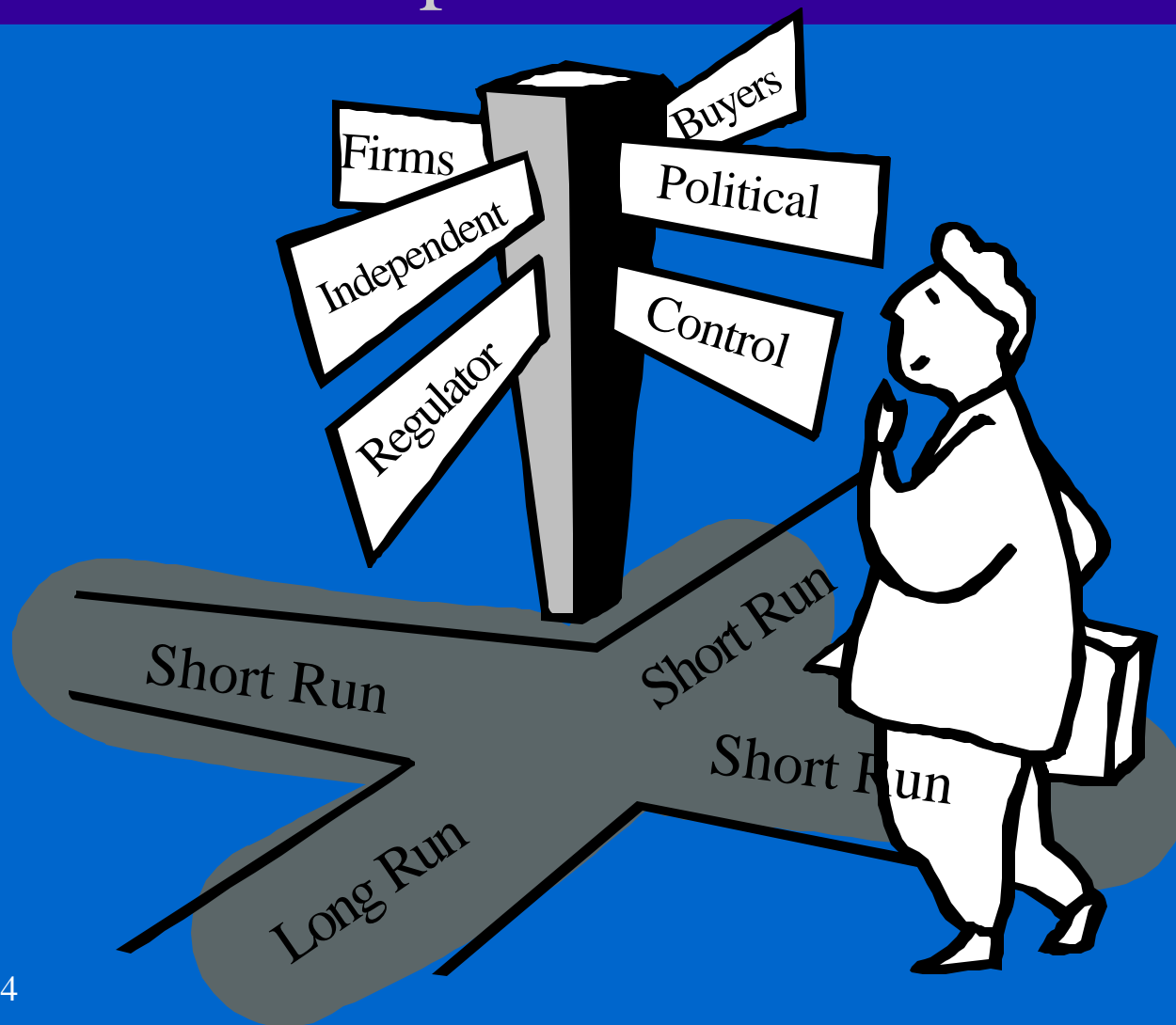


Regulating the Regulator





Cost of Independence

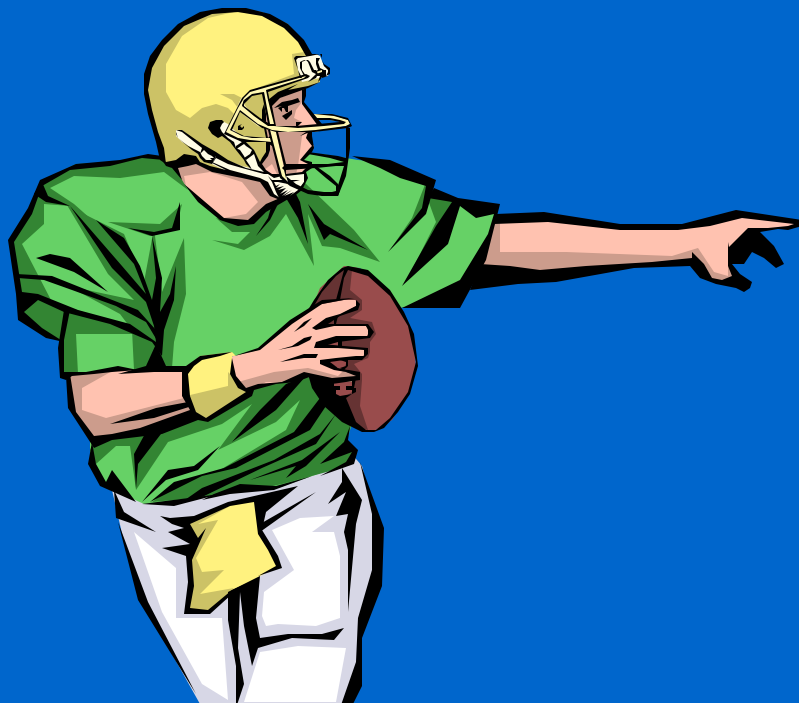


November 2004

<http://www.purc.org/>



Regulator as Player



- Formal policy advice
- Exercising leadership



Authority vs. Leadership

Authority Work	Leadership Work
Provides solutions	Identifies challenges
Protects	Discloses threats
Restores order	Exposes real conflicts
Maintains norms	Challenges norms

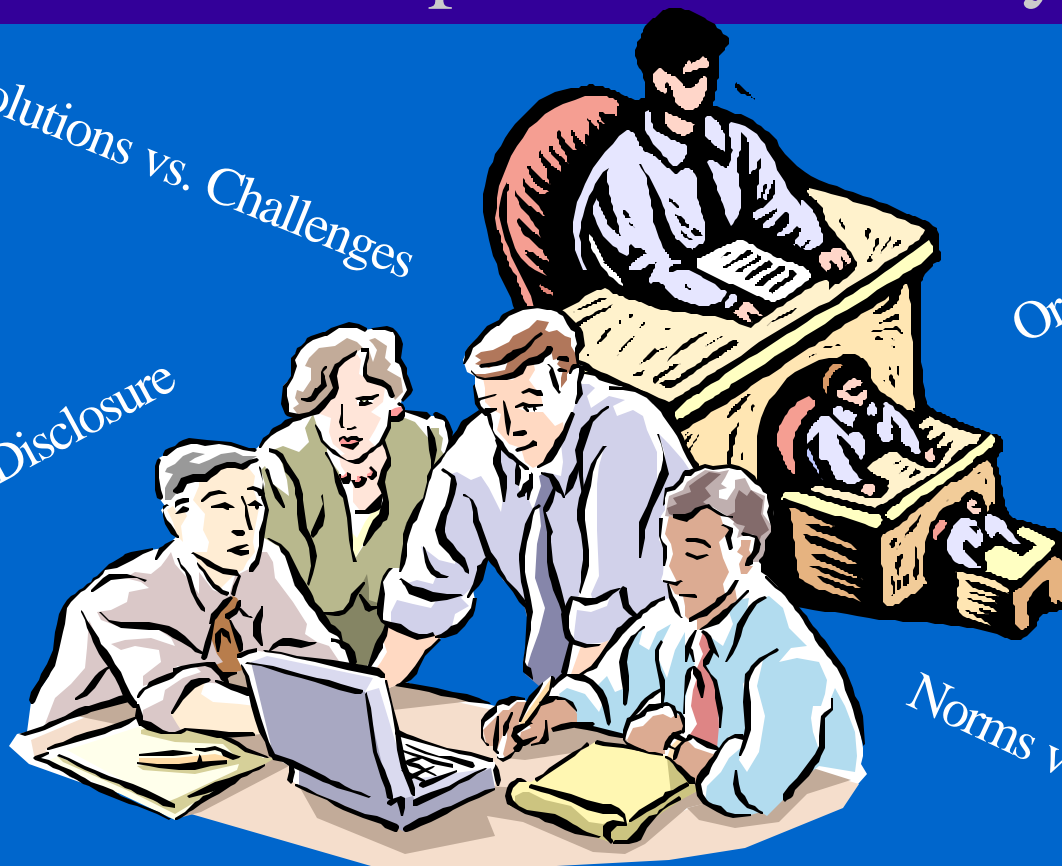


Leadership with Authority

Solutions vs. Challenges

Order vs. Conflict

Protection vs. Disclosure



Norms vs. Challenges

Mixing Roles



Getting on the Balcony





Observing from the Balcony

What is really going on? What are your emotions?

What are the motivations?

What are their reactions?

What are your reactions?





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



Create a Holding Environment

Safety



+



Stress



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