



# Using Leadership to Make Policy Work

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*“Leadership in Infrastructure Policy”*



# Blinders don't change reality...



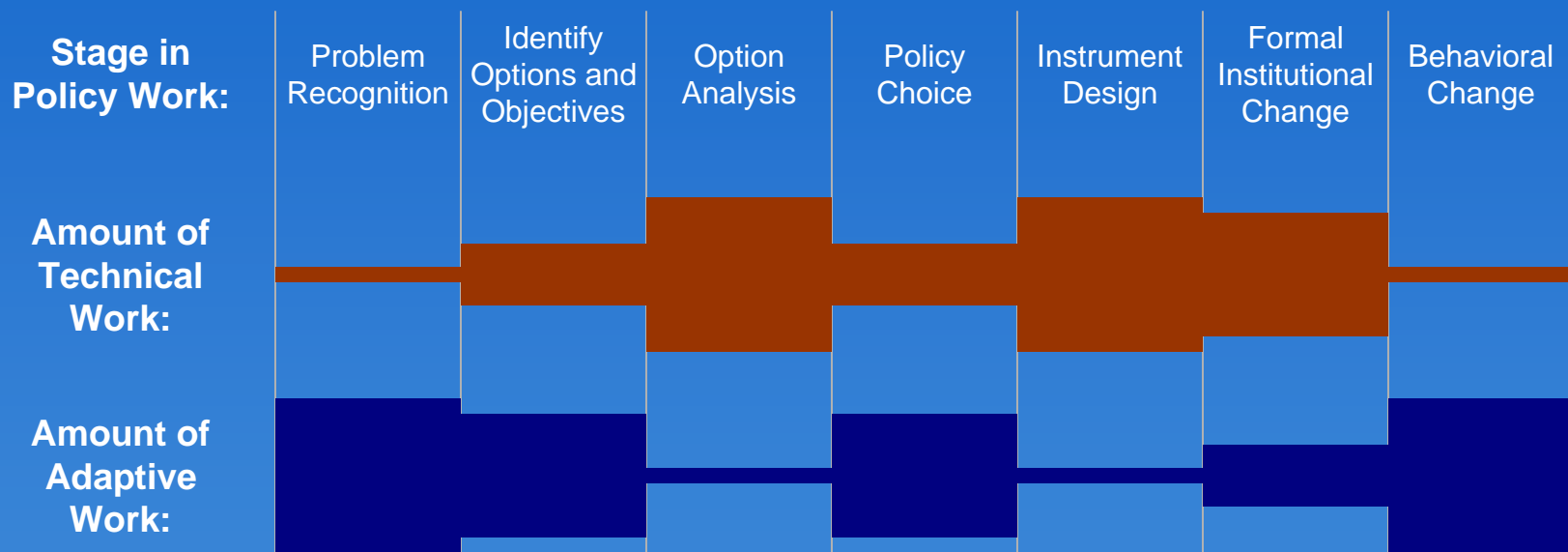


# Technical vs. Adaptive Challenges

	<b>What's the work?</b>	<b>Who Does the Work?</b>
<b>Technical</b>	Apply current know-how	Authoritative experts
<b>Adaptive</b>	Learn new ways	The people with the problem



# Interplay of Technical and Adaptive Work





# Problem Recognition

- Avoidance Mechanisms
  - » Intensify technical effort
  - » Denial
- Leadership Mechanisms
  - » Call attention to new circumstances, e.g., low performance
  - » Identify and categorize disagreements
    - Facts? Fair Share? Values/Preferences?



# Mining Conflicts

## Technical and Adaptive Issues

### Fact Conflicts

- “What is?”

### Effects

- “Who pays/receives?”

## Adaptive Issues

### Value Conflicts

- “What should be?”

### Jurisdiction

- “Who should decide?”



# Identifying Options

- Avoidance Mechanisms
  - » Delegate to technical experts
  - » Protect “sacred cows”
- Leadership Mechanisms
  - » Call attention to the elephants in the room
  - » Create a holding environment



# Policy Choice

- Avoidance Mechanisms
  - » Focus on transactions or deals
  - » Personalize disagreements
- Leadership Mechanisms
  - » Get on the balcony
  - » Renew dialogues on new realities





# Getting on the Balcony





# Making Real Change

- Avoidance Mechanisms
  - » Pretending
  - » “New” information or event
- Leadership Mechanisms
  - » Recognize losses
  - » Keep resisters and opponents close



# Leadership is...

“disappointing people at a rate they can endure”