Human
v
Building Capacity in the Energy Sector

Learning to Lead, Leading to Learn

TERRI SOLLER
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The glue in the system

Appreciation of the interdependence of all of the parts

TRUST

PARTNERSHIP

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Sustainability Goal
16 and 17

TARGETS

16.6 Develop effective, accountable and transparent institutions at all levels
16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels
16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements
16.a Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime
16.b Promote and enforce non-discriminatory laws and policies for sustainable development

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TARGETS

Systemic Issues and Institutional coherence

17.14 Enhance policy coherence for sustainable development

Multi-stakeholder partnerships

17.16 Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships …
17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

Data, monitoring and accountability

17.18 By 2020, enhance capacity-building support
Ways of working together

My work

• **Conversus Leaders** works to support leaders and leadership globally, who individually and collectively are invested in leveraging their roles to cultivate healthy organizations, thriving societies and the well-being of the planet.

• We make big changes through awareness and deep conversations that shift mindsets and build the necessary skills to work in complexity

• We believe in virtuous cycles that continuously build the capacity and utilise the resources within the system

Our work

• **Learning together** - so we don’t keep repeating the mistakes of the past

• **Building the awareness and skills to work systemically** – so we do not squander the opportunities that bring us into dialogue

• **Revealing and working with the invisible dynamics that limit progress** - so we do not allow the forces to keep us stuck

• **Preparing ourselves and our constituency of thinkers to enter into collaborations that enable change** – so we don’t rush to solutions that have limited impact

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My energy usage

What has been your biggest frustrations when trying to make progress?

When has your expertise or authority gotten in the way of making change?

What does it take for you to learn?

What do you need to let go of in order to make progress?

What same issues and challenges do you keep cycling around?

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From knowledge to **practice**

**What we know**
- Technical Expertise
  - Authority gained from role
  - Expert knowledge
  - Learnt Skills
- Technology, Materials, Innovations

**What we do**
- Adaptive Behaviours
  - Informed by values and beliefs
  - Impact by relationships
  - Moderated by power dynamics
- The Human Condition, Learning, Resilience

**Building capacity and collective leadership to manage energy and impact**

Moving from expert to systems transformer
A story of **wasted energy**

**We assume that:**
- We are all ‘on the same page’
- The language and culture of the diverse stakeholders is easily understood
- There are clear roles and expectations
- Our values and agendas are transparent to others
- Power is held equally
- Talking amongst ourselves will deliver new thinking
- Messy conversations and complexity comply to time boundaries
- We know how to work and learn together
- Planning and having a plan will alleviate stress in the system

**What’s missing?**
- Reflecting on the human condition and responses to tension
- Thinking beyond the familiar and failing to consider the ‘unusual suspects’
- Recognizing competing priorities, differing power and rank and using it well

**What’s missing?**
- Preparing individuals and systems for disruption
- Building the awareness of own barriers and skills for transformation
- A long term view and the and commitment to staying the distance

**What’s missing?**
- The skills to work on behalf of the whole and collective accountability for success
- Clarification of roles and boundaries and how to transact across difference
Solutions are not the solution
Enablers of systems change

- Policy
- Practices
- Resource Flows
- Relationships & connections
- Power Dynamics
- Mental Model

Structural change: visible
Technical change: semi-visible
Transformative change: invisible
Adaptive change: invisible
New mindsets for Systemic Leadership

- Being outside of your comfort zone is required for change
- All perspectives matter (sometimes more than mine)
- This is not about me and it doesn't matter who gets credit
- Letting go of assumed power and control can be useful
- Risking trust and transparency (even without evidence)
- Not either- the real value sits in the grey

Requires Learning to Lead and Leading Learning

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Preparing ourselves

Wake up! And get prepared

Observe – to feel

Listen – to see

Question to change

How’s the water?

What is water?

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Harnessing our collective energy

Understanding Self and Others
- Power and Rank
- Authority and Expertise (and how to use it)
- Narratives and Assumptions
- Challenging values and ‘truths’
- Culture and language

Diagnosing the Systems
- Multiple Roles
- Transacting across boundaries
- Understanding Factions-loyalties and expectations
- Shared Purpose vs Intention
- Relationships and Interrelationships (the space between)
- Competing Priorities

Taking Action
- Work systemically – making important linkages
- Holding a vision and working with emergence
- Holding boundaries and engaging across difference
- Court and mediate conflict and disruption
- Acknowledge and holding parts of the system to account
- Experimentation to build robustness and trust
- Leading continual change

Building Resilience to Work with the (human) complexity in the system

Adapted from: Heifetz, Grayshow, Linsky
The practice of adaptive leadership
Everything we do now impacts the future

Rethinking your role in supporting SDG implementation and impact

How do you remain curious and make observations about self and system?

How do you prepare yourself and the system for change?
Thank you