

IWC Water Leadership Program

Readiness Self-assessment Tool

The **purpose** of this self-assessment tool is to guide you through a set of questions that should help to determine:

- whether the International WaterCentre (IWC) Water Leadership Program (www.watercentre.org/leadership) meets your current professional development needs with respect to leadership development;
- whether you are ready to undertake this program now; and
- your potential to benefit from the program.

Please answer the questions below then follow the instructions at the end of this tool to interpret the results.

A. Do you meet the program’s criteria for entry?

This section asks you whether you currently meet the program’s mandatory criteria for entry.

1. Do you have at least three years of experience working in the water industry / sector? Note that postgraduate research in the water sector that involved working closely with industry stakeholders can be counted towards this experience. This experience is necessary to understand the work-related context of the material presented during the program.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
2. Do you have the ability to clearly communicate in English (both in written and oral form)?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
3. If you are employed by an organisation, could you gain their support to allow you to attend the program?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
4. Would you be able to attend the five days of face-to-face training and mentoring in Brisbane in February, and the two days of ‘follow-up training’ in Brisbane in July? See the program’s website for the exact dates of this training.	<input type="checkbox"/> Yes	<input type="checkbox"/> No

Note that although a person’s position in an organisation is not a criteria for program entry, the program is designed for emerging water leaders who are project managers, team leaders and ‘middle managers’ rather than executives (e.g. CEOs). Most, but not all, participants in the program are ‘team leaders’ who lead projects as well as a team of staff.

B. Does the program meet your current developmental needs?

This section seeks to explore whether your current leadership development-related developmental needs are aligned with the focus of this leadership program.

1. Do you recognise the need to build your leadership capacity so that you can: <ul style="list-style-type: none"> • exert influence up, down and across organisational boundaries; • initiate and drive change; • facilitate solutions to complex challenges (wicked problems); and • build and articulate shared visions (e.g. for projects and teams), align resources to these visions (e.g. people, projects and funds), and build commitment to collective success (e.g. inspire and motivate others). 	<input type="checkbox"/> Yes	<input type="checkbox"/> No
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<p>2. Do you recognise the need for leadership abilities (in addition to management and technical abilities) to drive the change necessary to advance more integrated forms of water management? As the model in Figure 1 highlights, the IWC believes effective water leaders need a combination of technical, management and leadership abilities. Commonly, water practitioners begin with a narrow range of technical abilities, then develop management and leadership abilities as their careers progress.</p>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
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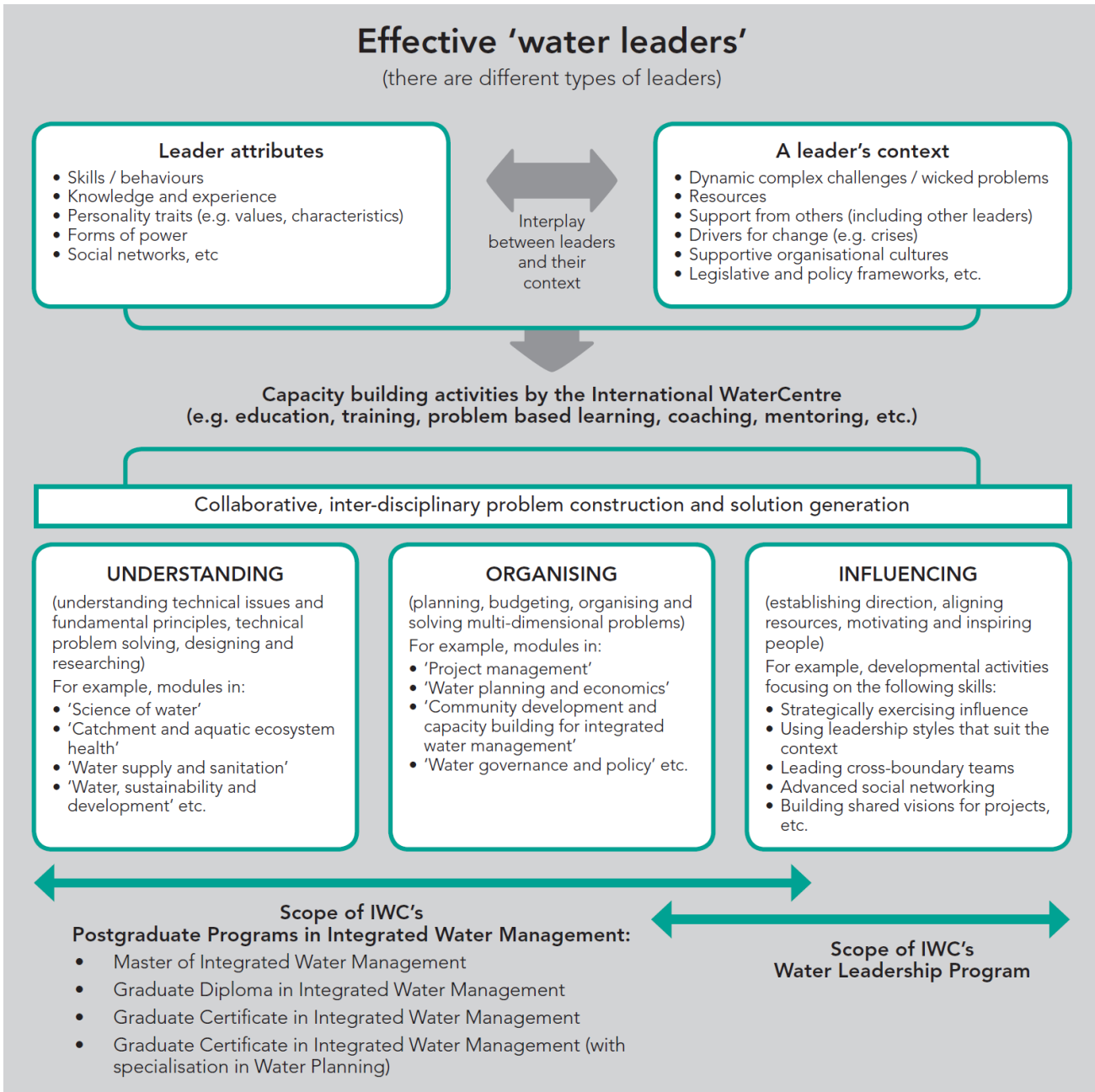


Figure 1 – The IWC's conceptual model of effective water leaders.

<p>3. Do you wish to build your self-awareness as it is a pre-requisite for effective leadership? Please note that this will involve receiving feedback on your leadership behaviours from peers, your supervisor and staff (if relevant).</p>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
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4. Do you wish to identify particular leadership strengths and weaknesses and build a personalised development plan to help you improve your leadership ability?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
5. Do you wish to strengthen leadership abilities known to be associated with effective water leaders and organisational leaders <i>per se</i> , as well as abilities needed in the water industry to cope with current and future challenges (e.g. systems thinking).	<input type="checkbox"/> Yes	<input type="checkbox"/> No
6. Do you want to learn how to actively manage your own development as a leader over your career and also help other developing leaders to fulfil their potential?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
7. Do you want to build 'social capital' in your work environment to drive integrated water management projects and policies (e.g. strengthen the collective leadership ability of key teams)?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
8. Do you want to participate in a broad range of developmental experiences that involve new knowledge, diverse perspectives (i.e. from presenters and participants), self-assessments and reflection, discussion, the application of knowledge to one's own work environment, practising new leadership behaviours, feedback on leadership behaviours and support (e.g. from peers, coaches and mentors)?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
9. Do you want to learn from a team of experienced leadership specialists as well as highly regarded executive leaders from the water industry who will act as guest speakers and group mentors?	<input type="checkbox"/> Yes	<input type="checkbox"/> No

C. Do you have the time and financial resources to attend?

This section examines whether you have the time and financial resources to attend the program. Please note that the IWC normally offers full and part scholarships to help people gain access to the program. See the program's website for current details of scholarships.

1. Are you able to free up enough time to fully commit to the program? The program runs from December to August every year. It is estimated that completing all elements of the program would take approximately 13 days over this nine-month period, with some work being needed every month. Ideally, participants would allocate some time each week to implement their individual leadership development plans following the training course in February.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
2. Do you have adequate financial support to attend the program? Participants without scholarships will need to pay the program fee (currently \$8,000 AUD plus 10% GST) and the cost of attending the face-to-face training in Brisbane (i.e. travel and accommodation). Typically these costs are tax-deductible for participants. Staged payment arrangements are also possible, but these are negotiated on a case-by-case basis with the IWC. Note also that an on-line delivery option is provided for the 'follow-up training' in July for those participants who are unable to attend in person.	<input type="checkbox"/> Yes	<input type="checkbox"/> No

D. Do you have a 'leader identity'?

This section examines whether you perceive yourself as a 'leader'. People who do tend to seek out developmental experiences, choose to take on challenging leadership roles and projects, and as a result accelerate their development.

<p>1. Do you view yourself as a leader or potential leader? The IWC Water Leadership Program views 'leaders' as people who engage in <i>processes of influence</i> that accomplish three outcomes:</p> <ul style="list-style-type: none"> • Direction: a shared understanding of common goals and strategy (e.g. a shared vision for a new water management project). • Alignment: the joint coordination of resources and activities (e.g. aligning people, projects, funding and research to deliver a vision). • Commitment: a commitment to collective success (e.g. motivating and inspiring others to achieve mutual interests). <p>From this perspective, leaders can come from any part of the water sector and don't need to hold senior positions in their organisations.</p>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
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E. Do you have the characteristics of people who benefit the most from leadership development programs?

This section examines whether you have some of the characteristics that researchers and the IWC have found to be associated with people who usually benefit the most from leadership development programs.

1. Are you committed to do the work necessary to enjoy substantial benefits from the program (e.g. make time each week to implement the actions in your 'individual leadership development plan' with the help of mentors and coaches)?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
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2. Are you prepared to seek and receive constructive feedback from others, and modify your leadership behaviours to be more effective at exerting influence? Note that some people find it very challenging to receive feedback on their behaviour from their colleagues, for example through a 360-degree feedback process.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
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3. Are you committed to continuous learning and personal development? In other words do you enjoy learning?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
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4. Do you have a desire to lead projects that deliver more integrated and sustainable forms of water management?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
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5. Are you motivated by achieving personal goals?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
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6. Do you have an ability to think strategically (i.e. the ability to understand the larger system in which you work, focus on goals, consider the past, present and future in decision-making, use hypotheses when developing strategies, and respond quickly to opportunities)?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
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7. Do you have strong communication skills?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
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8. Are you confident, self-directed and self-motivated?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
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9. Do you have the ability to organise and analyse a large amount of information to synthesise a focused action plan (e.g. an individual leadership development plan)?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
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10. Do you have strong time management skills? In busy work environments, such skills are needed to be able to make time to implement your leadership development plan over the program's nine months.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
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11. Do you have access to opportunities to integrate aspects of the program into your work / life as it runs for nine months (e.g. practice leadership behaviours)? In particular, the program involves selecting a challenging 'leadership project' for you to do as part of your individual leadership development plan. Ideally, this project would run during the months of March to August. These projects are usually work that participants have to do as part of their normal work role.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
12. Are you keen to work closely with mentors (i.e. at work and during the program), coaches and peers to explore opportunities to be a more effective leader and benefit from their experience?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
13. Do you have opportunities to lead (exert influence) in a range of contexts such as: leading project teams; leading a team of staff; leading with and without authority; and leading within and outside of work (e.g. in the community)?	<input type="checkbox"/> Yes	<input type="checkbox"/> No

Interpretation of the results

1. If you answered 'no' to any questions in section A, then you are not currently ready to enter the program. If you are uncertain about your answers to these questions, please discuss them with the program coordinator, Dr André Taylor, a.taylor@watercentre.org, ph. 04 3818 2709 or 02 658 20762 (+61 2 658 20762 if calling from overseas).
2. If you answered 'yes' to the majority of questions in section B, your leadership-related developmental needs are aligned with the aims of the program. If you would like more details on the particular topics covered by the program (e.g. the nature of all the program's training modules), please contact the program coordinator.
3. If you answered 'no' to any of the questions in section C it will be difficult for you to gain access to the program in the short term. Note that scholarships for this program are normally advertised in the middle of the year. See the program's website for current details. In the past, participants have entered the program using funds supplied by their organisation, scholarships, themselves or a combination of these sources. Staged payment arrangements have also been negotiated on a case-by-case basis.
4. If you answered 'no' to the question in section D, then it would be best to wait until you do perceive yourself to be a developing leader, then engage with the program. If your colleagues perceive you as a leader and have encouraged you to join the program, please take the time to reflect on their assessment, your own definition of what a leader is, and the IWC's definition. It may be necessary to reassess your 'implicit model' of what a leader is.
5. The following comments assume you also identify yourself as a leader (see Section D):
 - If you answered 'yes' to 10 or more questions in section E, you have *very high* potential to benefit from the program.
 - If you answered 'yes' to 7-9 questions in section E, you have *high* potential to benefit from the program.
 - If you answered 'yes' to 4-6 questions in section E, you have *moderate* potential to benefit from the program.
 - If you answered 'yes' to 1-3 questions in section E, you have *low* potential to benefit from the program.

Please keep in mind that some of the characteristics listed in Section D can be managed. For example, if you currently have poor time management or communication skills these can be improved by attending a quality time management course or joining a reputable communication organisation prior to enrolling in the leadership development program.
6. If you are still uncertain as to whether to enrol in the program after conducting this self-assessment process, please discuss your thoughts with a trusted peer / mentor or the program's coordinator.