The Pathway Program:

Level 1 – Water Leadership Foundations

Learning Summary - 2026

IWC International WaterCentre

Griffith UNIVERSITY Queensland, Australia

Introduction

The Pathway Program is the International WaterCentre's new applied, collaborative and evidence-based approach to catalysing, connecting and growing emerging water leaders globally.

This 11 week, online professional development course (5 weeks course content + 1 week consolidation + 5 weeks course content) will enable participants to strengthen their ability to exert influence and drive positive change in their projects and workplaces, and to address our most significant water-related challenges.

The primary objectives of this course are:

- To enhance the ability of water professionals and practitioners to drive positive change and deliver more sustainable forms of water management.
- To provide a practical, accessible, enjoyable and effective entry-level leadership development program for water professionals and practitioners working anywhere in the global water sector, irrespective of their organisational position, experience or financial resources.
- To help program participants to build their knowledge, skill and confidence to engage in leadership-related challenges that are experienced by water leaders around the world.
- To help prepare program participants for their long term leadership development journey with immediate benefits in gained practice, and knowledge of how to manage their own development throughout their careers and to engage in developing others.
- To enable a large number of water leaders from around the world each year to help build the collective leadership capacity needed to address the world's most significant water challenges and achieve the United Nation's Sustainable Development Goal number 6.

Course delivery

The course commences in early September each year and runs for 11 weeks.

It is delivered as a self-paced, online course, with new content made available each week. There is an optional, live session at the beginning and end of the course and some optional live drop in sessions, but otherwise, participants can complete the weekly tasks in their own time and at their own pace.

Each week, participants will be asked to watch a series of content videos and watch an interview with an experienced water leader. They will be provided with optional further learning resources and asked to complete a short quiz; contribute to a small group discussion and complete a weekly reflection journal. At the end of the course, they will be asked to submit a leadership development plan.

Course content

Week 0 – Course set-up and optional presentation session from Level 2 participants

Activities:

- Participants will be registered onto the Canvas Learning Management System and can explore the structure of the course.
- Participants will be invited to attend an optional online introductory workshop in Week 1, to meet the delivery team and other participants, as well as understand the structure of the course.
- Participants will also be invited to attend an optional online session in Week 1, where participants who have completed the Level 2 Pathway Program course will be presenting the outcomes of their leadership projects and plans.

Week 1 - An introduction to the course and to leadership in the water sector

Academic lead: Dr Andre Taylor – Leadership Specialist, International WaterCentre
Water leader interview: Various water leaders – Mark Pascoe tribute.

Learning outcomes:

- Understand why greater leadership capacity is needed in the water sector and why the Pathway Program exists.
- Understand some of the leadership challenges we face in the water sector, and the forms of leadership that are needed to address these challenges.
- Communicate why you joined the program/course (i.e. your 'purpose' as a leader), the likely benefits of investing in your development as a leader, and the kind of leader you would like to become.
- Understand the structure of the course, including what we will be doing each week and the level of commitment needed (e.g. time commitment) in order to earn a certificate of completion (digital badge).
- Build relationships with other participants in the course.

Week 2 - An overview of foundational concepts relating to leadership and leadership development

Academic lead: Dr Andre Taylor – Leadership Specialist, International WaterCentre
Water leader interview: Neeta Pokhrel - Director, Water and Urban Development Sector Office (Pacific and South East Asia), Asian Development Bank (ADB)

Learning outcomes:

- Understand the meaning of key terms relating to leadership and leadership development (e.g. our definition of 'leadership').

- Understand and apply key concepts and principles relating to leadership and leadership development (e.g. principles we can use to accelerate our growth as water leaders).
- Use the DAC definition/model of leadership (McCauley, 2014) and Rosabeth Moss Kanter's (2013) six keys to leading positive change as tools to improve leadership performance.
- Use these key concepts and principles to reflect on our beliefs, strengths and weaknesses, build self-awareness, and identify opportunities to improve.
- Use some of these concepts to help build an effective individual leadership development plan during this program.

Week 3 - An introduction to self-leadership for water leaders

Academic lead: Belinda Chapman – Water leadership coach and trainer
Water leader interview: Fany Wedahuditama - Regional Director for Asia-Pacific at Blue Ventures; Executive Director at Water Stewardship Indonesia; Interim Chairman at Indonesia Water Coalition

Learning outcomes:

- Understand the importance of self-leadership for authentically leading yourself and others in the water sector and how to strengthen your self-leadership habits (with reference to the 1 pager with Lars Sudmann's 3 keys to self-leadership).
- Use these key concepts and principles to reflect on what 'self-leadership' means to you and your leadership journey.
- Reflect on and refine your purpose and developmental vision.
- Articulate what your values are and how you live your values.
- Undertake a self-assessment of your current self-leadership related strengths and weaknesses and reflect on your leader-related strengths and weaknesses as you progress through the Pathways Program.
- Understand the key principles relating to emotional intelligence (with reference to the 1 pager of Goleman's (2004) 5 Emotional Intelligence competencies for leadership including self-awareness, self-regulation, motivation, social awareness and social skills),
- Understand the key principles relating to resilience and how to build it and prevent burnout (with reference to a 1 pager of Strategies to Build Resilience and Prevent Burnout).
- Undertake self-assessment activities to assess your levels of emotional intelligence and resilience and risk of burn-out.
- Use self-reflection techniques to remain on track with your leadership development vision.
- Use the models and techniques outlined in the following 1-pagers: the SCARF model for self-reflection, the Name it to Tame it practice for Self-regulation and Gore's FARC Model for Behavioural Change as tools to improve leadership performance.
- Use some of these concepts to identify opportunities to improve and help build an effective individual leadership development plan during this program.

Week 4 – Engaging in inclusive leadership

Academic lead: Wouter Lincklaen Arriëns – TransformationsFirst.Asia
Water leader interviews: Navara Kiene - Principal Program Manager, Santos Foundation Papua New Guinea. Vanh Mixap – Yes Everyone Matters Founder; Board Director for Oaktree Foundation; Business Sustainability Lead at Melbourne Water

Learning outcomes:

- Understand how social exclusion works, its socio-cultural origins and its impact on teams and organisations, including your colleagues, clients, and stakeholders.
- Understand that we all have biases that can cause social exclusion, and how to start recognizing and interrupting them.
- Use the 6 Cs model to review social exclusion in yourself and your team and workplace.
- Use the insights, tools, and tips to build your deliberate practice of inclusive leadership.
- Apply what you learned to cases of gender and generational bias in your workplace and start making a difference with inclusive leadership practices in those cases, starting right away as you take the Pathway Challenge with your team and international colleagues.

Week 5 – Building power and exercising influence

Academic lead: Dr Greg Latemore – Sessional Lecturer, The University of Queensland
Water leader interviews: Bronwyn Powell – WASH and Integrated Water Specialist, International WaterCentre Griffith University; WASH Advisor, Asian Development Bank; Board Member, Queensland Conservation Council. Busadee Santipitaks - Chief Executive Officer, Mekong River Commission Secretariat.

Learning outcomes:

- Assess your typical power bases.
- Examine possible influence tactics.
- Explore ways to influence with little authority.
- Deal with power imbalances and structural power.

Consolidation week

Activities:

- No new course content is delivered in the consolidation week. This week can be used to review course content from week's 1 – 5 and catch up on any activities that need to be completed in order to attain the digital badge.

Week 6 - Using the best leadership style for the situation (with a focus on styles that are applicable to complex environments)

Academic lead: Prof Peter Jordan – Professor of Organizational Behaviour at the Griffith Business School, Griffith University
Water leader interview: Martine Watson – Chief Digital and Information Officer at Urban Utilities, Queensland, Australia

Learning outcomes:

- Understand the importance of flexible behaviour for leaders
- Understand the styles needed to achieve work goals.
- Understand how situational leadership can be used in work settings.
- Learn about how we can build our capacity for situational leadership.
- Reflect on our strengths, weaknesses and opportunities to improve our situational leadership

Week 7 – Building networks and partnerships

Academic lead: Dr Vishal Rana – Discipline Leader, Management, Department of Business, Strategy and Innovation, Griffith University
Water leader interview: Rosie Wheen – CEO, The Peter Cullen Water and Environment Trust; Chairperson, Three for All Foundation, past CEO Water Aid Australia

Learning outcomes:

- Explain the importance of networks and partnerships in achieving business objectives.
- Identify potential networking opportunities and strategic partners relevant to their organisation's goals.
- Evaluate the strength and strategic value of existing networks and partnerships.

Week 8 - An introduction to fundamental communication and facilitation skills for water leaders

Academic lead: Prof Ashlea Troth – Deputy Director, Centre for Work, Organisation and Wellbeing (WOW), Griffith University
Water leader interviews: Rashmi Shrestha – Program Lead, One Million Leaders Asia Program, Nepal. Yang Villa - Water Consultant at the Asian Development Bank.

Learning outcomes:

- Understand the meaning of key concepts related to communication (e.g., active listening, assertion, giving feedback, conflict resolution, having difficult conversations, storytelling)
- Understand and be able to apply key communication concepts and principles to leadership contexts (e.g., how to engage in active listening to understand the concerns of your team member; the value of storytelling to convey purpose and influence people)

- Understand there are gender differences in interactions that impacts who is heard within an organisation and who is not.
- Be able to effectively use the six skills/behaviours of active listening (Hoppe, 2006), the Situation-Behaviour-Impact Tool (Weitzel, 2000) for giving feedback and use Thomas-Kilmann's Conflict Model and Tool (Kilmann, 1975) to improve your conflict management approach.
- Be able to use these concepts and principles to genuinely reflect on your beliefs, strengths, and weaknesses in effective communication, and identify opportunities to improve.
- Use these concepts and principles to reflect on your own strengths and weaknesses and identity options to practice and improve.
- Use some of these concepts to help build an effective leadership development plan during this program.

Week 9 - Leading diverse teams and building trust

Academic lead: Prof Ashlea Troth – Deputy Director, Centre for Work, Organisation and Wellbeing (WOW), Griffith University
Water leader interviews: Kala Vairavamoorthy – Executive Director, International Water Association, London. Michelle Maelaua - Head of Corporate Services, Solomon Islands Water Authority.

Learning outcomes:

- Clarify the different types of teams and the critical role of teams and team leaders in organisations.
- Clarify how teams develop and how leaders can build a high performing team.
- Explain the importance of building trust within teams, across teams and with colleagues outside of the organisation, and the critical role of team leaders and boundary spanning leaders in these processes.
- Explain the meaning of key concepts that are related to effective team leadership, including building trust (e.g., team roles, team development; team effectiveness, virtual and hybrid teams, facilitation, swift trust).
- Explain and begin using Kogler Hill's (2007) team leadership model, Tuckman's (1965) model of team development and Belbin's (1981; 1993a) model of team roles, and Robbins et al (2017) model of team effectiveness.
- Explain the practical relevance of these concepts (e.g., how to use them to build an effective leadership development plan).
- Promote honest reflection of your effective use of these team, team leadership and trust concepts and skills to promote your own personal leadership development.

Week 10 - An introduction to strategic leadership

Academic lead: Dr Andre Taylor – Leadership Specialist, International WaterCentre
Water leader interviews: Virak Chan – Senior Water Resources Management Specialist, The World Bank, Cambodia. Daniel Lambert – Co-founder and Managing Director, Legacie

Learning outcomes:

- To introduce the topic of 'strategic leadership' and related concepts (e.g. what we mean by 'strategy').
- To briefly explore important strategic leadership skill sets and tools (e.g. mindset and strategic networking).
- To explore the practical relevance of strategic leadership to common water leader roles and challenges.
- To prompt reflection and the identification of some actions we could all take to improve this important aspect of leadership.

Week 11 – Post-course optional live session

Academic lead: Dr Andre Taylor – Leadership Specialist, International WaterCentre

Learning outcomes:

- Understand and articulate the key messages from the course.
- Reflect on what you learnt from the course, and its value to you.
- Plan the next step in your leadership development process.
- Begin implementing your leadership development plan.
- Check that you are on track to receive a digital credential from Griffith University for the course, and if not, take the necessary action to get back on track.
- Identify valuable resources from the course that you want to use in future (e.g. relevant one page summaries).
- Provide constructive feedback on the course so it can be improved over time and help other water leaders.

International WaterCentre
Sir Samuel Griffith Centre (N78_3.28)
Griffith University
170 Kessels Road NATHAN 4111
Australia

www.watercentre.org

The International WaterCentre and Griffith University acknowledge the people who are the traditional custodians of the land, pays respect to the Elders, past and present, and extends that respect to other Aboriginal and Torres Strait Islander peoples.