

The logo for the World Forum on Energy Regulation is located in the top right corner. It features a stylized globe with a blue square overlaid on it. The square contains the text "WORLD FORUM" at the top, "ON" in the middle, and "ENERGY REGULATION" at the bottom, all in white capital letters.

# Utility Regulation Today: A Nexus of Technical, Political, and Leadership Skills

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World Forum on Energy Regulation IV  
Athens, Greece

October 18 - 21, 2009

# Case Study



- Readyng the agency for its first political transition
  - It's all about relationships (Thinking Politically without being Political)
  - But it's not all about relationships (Preparing the Agency to do its Job)

# The Job of the Agency



- Technical Work

- Ratemaking
- Markets
- Investment



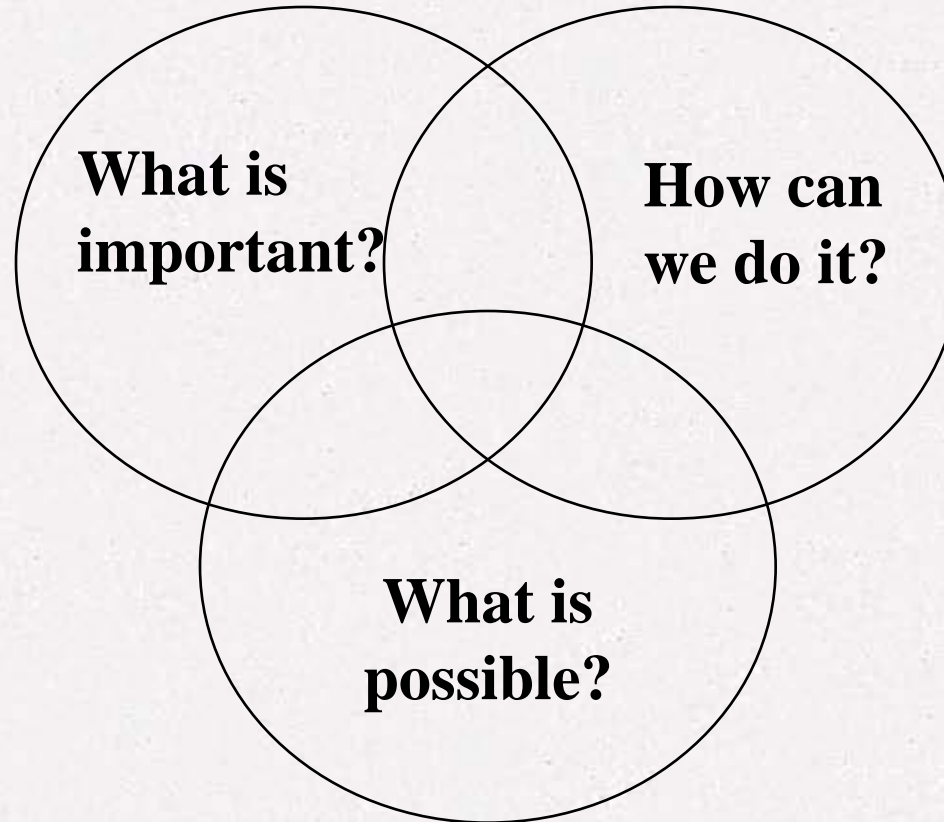
Engineers  
Accountants  
Economists  
Lawyers  
Financial Analysts

- Legal Mandates and Societal Goals
- Institution Building

# Framework



- **Politics**
- **Negotiation**
- **Facilitation**



- **Leading**
- **Management**
- **Administration**

- **Engineering**
- **Economics**
- **Finance**
- **Law**

(Jamison and Castañeda, 2009)

# Breaking New Ground



In some contexts, change is important. The change might be to go where others have gone before, but it might be onto new ground. “Reset” means developing fresh perspectives and knowledge about the future, trusting the wisdom of the past.

- Focus on ***Next*** practices, not ***Best*** practices.
- Focus on ***Why*** rather than on ***What***
- Focus on ***Leadership*** not on ***Leading***

(Jamison and Castañeda, 2009)

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# Thinking Politically - Six Types of Relationships to Watch

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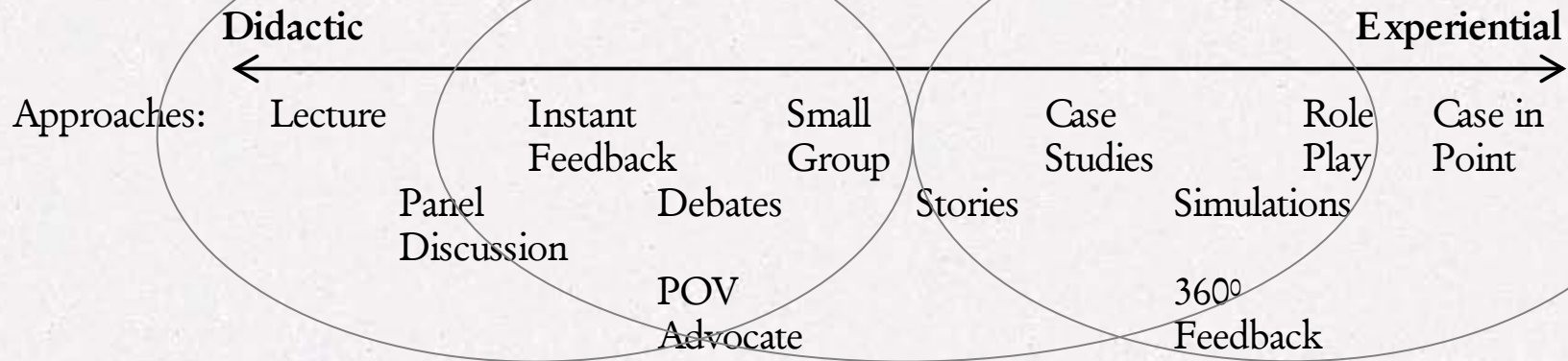
- Engaging **Partners**
- Connecting with the **Opposition**
- Acknowledging **Your Piece** of the Mess
- Dealing with **Casualties**
- Nurturing **Troublemakers**
- Observing **Authorities'** Signals

# Pedagogy



Technical Training

Leadership

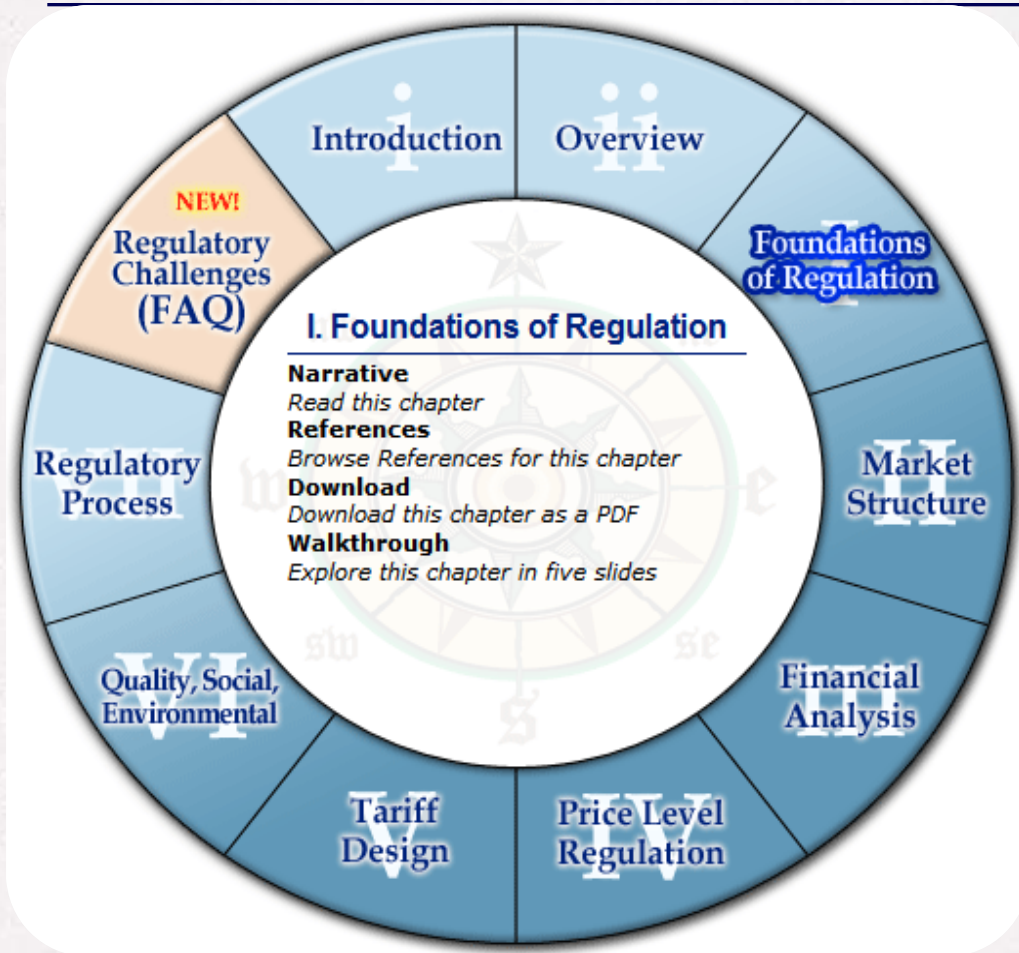


Leader: Controls  
 Learner: Passive  
 Essence: Intellectual  
 Recall: Limited

**Developing  
 Heuristics**

Takes Risks  
 Active  
 Personal  
 Maximized

# Online Resource



- Narratives summarize key topics
- Additional Resources: Glossary in Spanish and four other languages
- Frequently Asked Questions, including
- Social pricing to promote access
- Management and regulation of State-owned Enterprises
- 500 PDFs as References
- Self-paced Quizzes (for capacity building and classrooms)

[www.regulationbodyofknowledge.org](http://www.regulationbodyofknowledge.org)



# About PURC



- PURC/World Bank International Training Program
  - 140 countries, >2000 professionals
- Customized and advanced courses
- Research on energy, water, telecoms, institutions, and leadership

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