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

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World Forum on Energy Regulation IV
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Case Study

• Readying 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

What is important?

- Leading
- Management
- Administration

How can we do it?

What is possible?

- 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

• Engaging **Partners**
• Connecting with the **Opposition**
• Acknowledging **Your Piece** of the Mess
• Dealing with **Casualties**
• Nurturing **Troublemakers**
• Observing **Authorities’** Signals
Pedagogy

Technical Training

Didactic
- Lecture
- Panel Discussion
- Instant Feedback
- Role Play

Experiential
- Case in Point
- 360° Feedback
- Role Play
- Case Studies

Leadership

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Developing Heuristics

Leader:
- Controls
- Takes Risks

Learner:
- Passive
- Active

Essence:
- Intellectual
- Personal

Recall:
- Limited
- Maximized

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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

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