



# YOU ARE THE CHANGE !

To realise a **Water Sensitive City** we need profound changes in the institutional foundations of urban water management - the rules of the game have to be transformed. Research has consistently shown that individuals and organizations are the most important driver for this change.

However, current understandings of management and influence fall short in explaining the types of actions needed for this complex task. We therefore urgently need: **1) a new set of strategies** and **2) know when to use them** to turn a Water Sensitive City into reality.

## Transformative Change Strategies

Change thus far has been fragmented (e.g. policy, organizational, technological) which makes it slow and superficial. We therefore need a holistic approach to strategic action (= **Transformative Change Strategies** – see Fig 1).

My research looks at the nature and timing of highly successful strategies that facilitate and steer system wide change. I will look closely at key individuals from the public and private sector in Adelaide, Melbourne and Sydney to understand what they did and when they did it. Through this analysis I will develop a set of transformative change strategies for urban water practitioners to help them turn a **WSC** into reality.

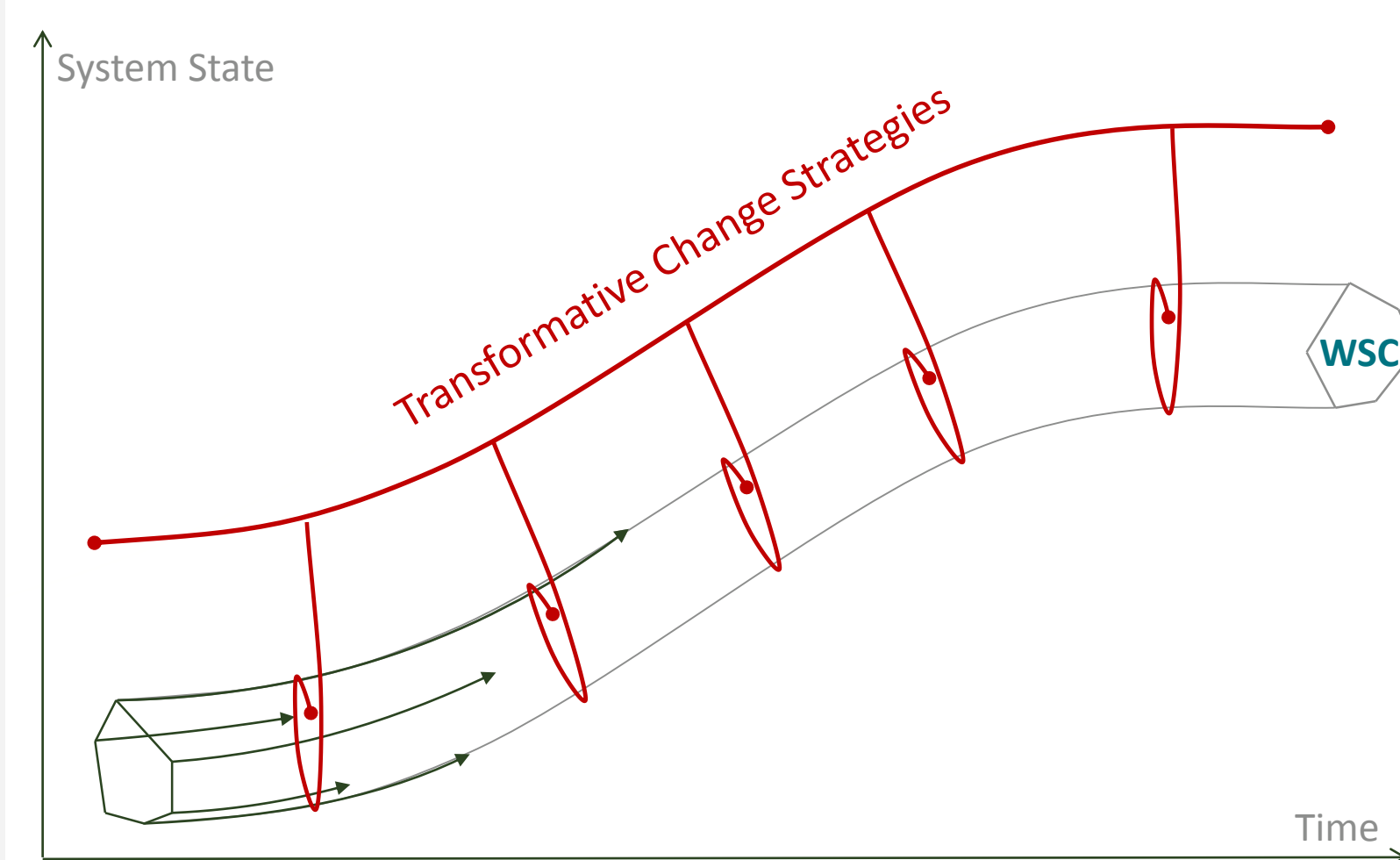


Fig 1: Transformative Change Strategies in the urban water management system

## What do you do and when do you do it ?

Research discovered a range of strategies for driving change in complex systems. But which ones are most useful for realising a Water Sensitive City? Who is doing what and when is the best moment to do so? Tell me if you find yourself in one of them and how you think it effects water sensitivity in your working area:



**Building Trust, Legitimacy & Social Capital** (gain recognition by formal authorities; mediate between organization & public; represent stakeholder heterogeneity)

**Vision Building** (provide a common vision that attracts many supporters; create community cohesion across different aspirations)

**Develop Social Networks** (bonding: link with similar others; bridging: between different groups; linking: engage with key players of other sector)

**Facilitating Knowledge Building and Utilization** (generate and integrate diverse ideas and solutions; promote & steward experimentation; catalyse community awareness + social learning)

**Facilitate Conflict Resolution and Negotiations** (fair and low cost conflict resolution)

**Facilitating / Developing (social) Innovation** (identify and introduce alternative options; foster innovation by bringing together different kinds of thinking)

**Identify and Communicating Opportunities for 'Small Wins'** (identify (often small) projects upon which actors involved can agree; reconceptualise issues at system level)

**Recognise and Seize Windows of Opportunity** (timing when to connect and mobilize; create the right links at the right time with the right issues)

**Preparation & Mobilization for Change** (prepare a system for change – raise awareness; leverage resources; build vertical social capital, link innovation to resources)