




Welcome! | Bienvenido!

- Please sign in and pick a seat
- Look at the flip chart questions around the room
- Grab a marker from your table and answer them
- Have fun!

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Welcome to the Water Leadership Institute!

¡Bienvenid@s al Módulo 1 del Instituto de Liderazgo del Agua!

Bienvenidos | 歡迎光臨 | Willkommen | Bienvenue | Aloha | Selamat datang | Haere mai | Добро пожаловать | नमस्ते = Namaste

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Land Acknowledgment & Preparing our Space

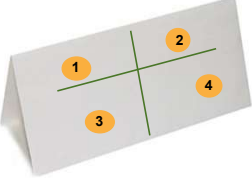


Set your worries, thoughts, troubles, outstanding tasks aside. How? Write yourself a note, as a reminder that you will return to that item once our session concludes.



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Introductions & Name Tents




Divide your name tent into **FOUR** sections.

On your name tent:

1. Sparkling or still water?
2. A role model
3. One word for leadership
4. Glass half full or half empty about the future of water in NM?


Report out at your table!
Meet your neighbors!




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Your Facilitators Today

- Laura Dubin
- Melanie Delgado
- Blanca Surgeon



*These trainings are supported by
the New Mexico Environment
Department and Rural Community
Assistance Corporation*



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RCAP Rural Community Assistance Partnership



Midwest Assistance Program

Great Lakes COMMUNITY ACTION PARTNERSHIP

RCAP Solutions NORTHEAST

RCAP National Office

SERCAP, INC.


RCAP Solutions CARIBBEAN

COMMUNITIES Unlimited


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Tools & Logistics



- Binders & Handouts
- Journals
- Tabletop toys
- Flip charts & parking lots
- Bathrooms
- Breaks
- Lunch
- Volunteers:
 - Hanging flip charts
 - Timekeepers
 - Lunch clean up
 - End of day clean up



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WLI Schedule

| | |
|-------------|--------------------------------------------------------|
| Workshop #1 | Wednesday, April 11 th 9:00 am- 1 pm |
| Workshop #2 | Wednesday, May 9 th 9:00 am- 1 pm |
| Workshop #3 | Wednesday, June 13 th 9:00 am- 1 pm |
| Workshop #4 | Wednesday, August 8 th 9:00 am- 1 pm |
| Workshop #5 | Wednesday, September 12 th 9:00 am- 1 pm |




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WLI Learning Objectives

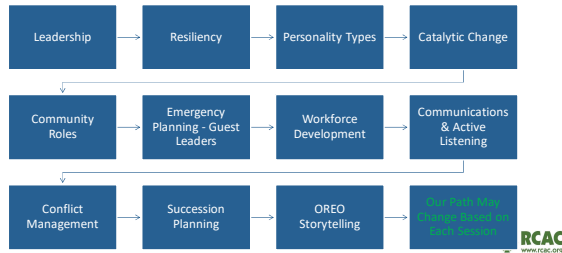


- To strengthen local water leadership, grow new leaders, and widen the networks and trust amongst community water systems
- To improve recruitment, retention, and succession planning for the long-term sustainability of local water systems.
- To connect participants to information, opportunities, and resources to effectively advocate for their own water interests.
- To help systems prepare for and adapt to changing conditions through collaborative efforts.



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Our Leadership Map



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Agenda Overview



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Today's Learning Objectives

- Learn about one another
- Examine the meaning of leadership, and define it on your terms
- Evaluate your own personal leadership style and consider how and when you use it to lead
- Discuss resiliency for Northern New Mexico water systems, and identify strengths and weaknesses
- Experiment with personality types



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WIIFM



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Common Courtesies

- Participate Fully – in exercises, activities, journaling, homework
- Actively Listen – when others are talking
- Respect Differences – of opinion and dare to explore new ideas. Keep confidentiality.
- Be Curious. Ask Questions. Have Fun!
- Silence Cell Phones
- Others _____



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Questions?
Participation is Highly Encouraged





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Don't Forget Your RCAC Binder!

Remember to bring your binder with the handouts and notebook for each session.

HINT: we will review our previous sessions as we progress with the Water Leadership Institute.






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Opening Remarks

Brittany, NM Rural Water



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Leadership is...



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Is Leadership...



- Genetic?
- Learned?
- The result of heroism?
- Position based?
- Only possible from the top?
- A calling?
- Socially scripted?



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Leadership is...

Process of influencing the behavior of other people toward group goals in a way that fully respects their freedom.

(The Ford Family Foundation
Leadership Course, 4.2)



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Leadership is...



An art, an inner journey, a network of relationships, a mastery of methods, and much, much more.

(Leader's Handbook, Scholtes, p. 372)



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Leadership is...

When one person persuades one or more others to commit "head and heart" to a given course of action.



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"What is a Leader?" Survey

75,000 people said...

- Honesty (i.e. truthful, ethical, principled)
- Forward-looking (i.e. sense of future direction)
- Inspiring (i.e. breath life into dreams)
- Competent (i.e. track record of getting it done)

James M. Kouzes & Barry Z. Posner in the Leadership Challenge



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What are the top 3 qualities you want in a leader?

Join at menti.com | use code 3413 5513



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Leadership Styles



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Lewin's Leadership Styles

Authoritarian
provide clear expectations



Participative
participate in the group, offer guidance




Delegative
offer little or no guidance



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Activity: Leadership Style

- Circle the response that reflects your first reaction to the 12 questions.
- Add the numbers you circled for the following questions:
 - $1 + 2 + 4 + 8 =$ _____
(Authoritarian/Autocratic)
 - $3 + 7 + 9 + 11 =$ _____
(Participative/Democratic)
 - $5 + 6 + 10 + 12 =$ _____
(Delegative/Laissez-Faire)



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Mark Your Leadership Type

Democratic

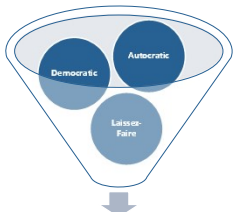
Autocratic

Laissez Faire




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The Combined Styles





Dynamic Leadership



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More Styles....


 Transformational Leadership


 Transactional Leadership


 Situational Leadership




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Reflection Questions

- How do these styles of leadership manifest in what you do?
- Why haven't we seen changes on local levels?
- At what point *DO* the changes begin to happen?
- What is that visionary, transformative line?
- How do we get there?



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Training Part I Resiliency

Objective

To understand the definition of resiliency in context of a public water system and how we can measure it. We will also learn to identify vulnerabilities in our systems.

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Resiliency for Public Water Systems



- The ability of a water system, or an asset of a water system, to deliver safe and clean drinking water, to adapt to or withstand the effects of a natural hazard without interruption or if service is interrupted, to rapidly return to a normal operating condition.

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Public Water System Assets

- Water Source
- Infrastructure
- Land
- People

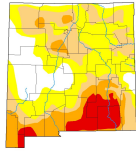

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Natural Hazards and Vulnerabilities

- Drought
- Fire
- Flooding
- Lack of Operators and Water system Managers
- Malevolent Acts

U.S Drought Monitor, June 30, 2024

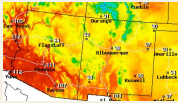



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Changes in our Climate/Predictions

- The trends we are experiencing in NM
 - ▣ Higher Temperatures
 - ▣ Reduction in aquifer recharge
 - ▣ Reduction in streamflow
 - ▣ Less snowpack and earlier snowmelt
 - ▣ Increase in droughts
 - ▣ Increased fires, floods and erosion




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Rio Grande full and empty





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Measuring Water Source Resiliency

Does your public water system?

- ☐ have multiple water sources
- ☐ monitor water supply
- ☐ sharing agreements for emergencies
- ☐ emergency interconnections with neighboring systems
- ☐ have an emergency plan that includes an emergency supply of water

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Measuring Resiliency in Infrastructure

- ☐ Aging Infrastructure-
 - ☐ Is your system able to maintain and/or replace your infrastructure?
- ☐ Storage Capacity
 - ☐ How many days of storage capacity does your system have?
- ☐ Power
 - ☐ Is your system vulnerable to power outages?
 - ☐ Do your system have back up power?


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Watershed/Land

- ❑ **Soil Conditions**
 - ❑ Vulnerable to erosion?
- ❑ **Fires**
 - ❑ Infrastructure vulnerability
- ❑ **Floods**
 - ❑ Infrastructure vulnerability
- ❑ **Surface Water-**
 - ❑ low flow in the river
 - ❑ Susceptibility to post fire debris




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People

- ❑ **Water System Management**
 - ❑ Does my system have a succession plan for water system administration?
 - ❑ Volunteer run systems -is it harder to get volunteers to serve on the board.
 - ❑ Aging Board Members
- ❑ **Water System Operators**
 - ❑ Lack of Certified Operators
 - ❑ Aging Operators



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Malevolent Acts

- ❑ A Malevolent Act is a physical assault on a utility
- ❑ **Security-Is your system secure against:**
 - ❑ Intentional Contamination of Finished Water
 - ❑ Theft or diversion
 - ❑ Cyberattack
 - ❑ Physical Sabotage
 - ❑ Intentional Contamination of Source Water

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Risk and Resiliency

- Risk to critical infrastructure for water systems, is a function of;
 - ▣ threat likelihood,
 - ▣ vulnerability,
 - ▣ and consequence.
- Resilience is the capability of a water system to maintain operations or recover when a malevolent act or a natural hazard occurs.

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Environmental Protection Agency



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America's Water Infrastructure Act of 2018 (AWIA)

- Public water systems with 3300 people and more
 - ▣ Must conduct a risk and resiliency assessment
 - ▣ Must develop or update Emergency Action Plan
 - ▣ No requirement on approach but many EPA tools exist

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Survey

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Group Discussion

- What are your thoughts after taking the survey?
- How do you feel about the future of your water system?
- How do leadership and resiliency fit together?

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Section 2
Personality Types

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Myers-Briggs Type Indicator (MBTI) Dichotomies

| | | |
|--------------|------------------------------|-------------------------------------------|
| E / I | Extravert – Introvert | Focus their attention or get their energy |
| S / N | Sensing – Intuition | Perceive or take in information |
| T / F | Thinking – Feeling | Prefer to make decisions |
| J / P | Judging – Perceiving | Orientation to the external world |

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E / I : Focus their attention or get their energy

Extrovert

- Gets energy from the outer world of people and experiences
- Energized when around people
- Work best when with others
- Talkative, assertive, gregarious

Introvert

- Gets energy from the inner world of reflection and experiences
- Enjoy solitary activities
- Need quiet to work
- Observes or thinks before speaking or participating



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S / N : Perceive or take in information

Sensing

- Attends to and likes detail
- Knows facts, likes reality
- Exercises common sense

Intuition

- Inventive, seeks innovative solutions
- Trust insight, hunches, possibilities
- Comfortable with ambiguity



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T / F : Preference to make decisions

Thinking

- Seeks justice, stands firm, principled
- Logical, analytical
- Objective, critical thinker

Feeling

- Desires to address people's concerns & feelings
- Seeks to maintain harmony
- Tact may be more important than truth

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J / P : Preference to make decisions


Judging

- Plans the work then works the plan
- Makes quick decisions
- Inflexible

Perceiving

- Easily distracted from tasks
- Stays open to new situations and options
- Stimulated when approaching deadline

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Activity: MBTI Groupings

Based on the characteristics, on your notecard, write down your four letters:


- E or I
- S or N
- T or F
- J or P

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Breakout Activity: Focus or get your energy

Extrovert




Introvert




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Introvert & Extrovert Questions



What do you like most about introverts/extroverts (your opposite)?



What puzzles you about introverts/extraverts (your opposite)?



What do you want introverts/extroverts (your opposite) to understand about your perspective?

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Breakout Activity: Perceive or take in information

Sensing



INtuition



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Sensing & Intuition Questions

Write down phrases, impressions, ideas, or words about a "caterpillar"



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Breakout Activity: Prefer to make decisions

Thinking



Feeling



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Thinking & Feeling Questions


A new employee is hired. There are only enough offices for the existing employees. Together decide where this newcomer should be put? Feel free to create more limiting factors to illustrate or reinforce your point, but be sure to share them during report outs.

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Breakout Activity: Orientation to the external world

Judging



Perceiving




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Judging & Perceiving Questions

How would you prepare to host a Superbowl party?

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Rural Community Assistance Partnership




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Reflection Activity: Personal Styles

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Discuss as a group:

1. Were you surprised by the results?
2. Where does each style work well and where does it not work well?
3. In what ways does your type reflect the “you” you think you are?



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What does *this* have to do with leadership?

Understanding type can help make you a better leader!

- Greater self-awareness
- Type can influence how we lead, manage, innovate, inspire, problem-solve and mentor
- Help team reach greatest potential

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Journal Reflections

- *The area where I am most comfortable thinking about myself as a leader is...*
- *To succeed as a leader, I will need to...*
- *How does the history of water, and the current state of water shape my vision for my community and water system?*



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Today's Assignment

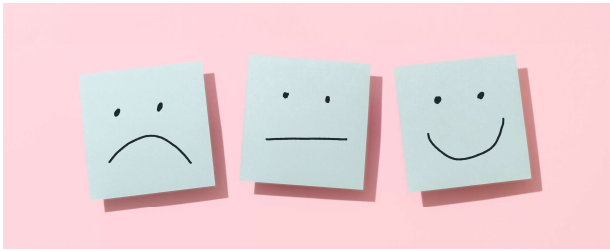
- Who is missing from the conversation? Whose point of view do we need?
- **Invite them!** OR Send us their contact info and we will reach out
- Observe the people around you. What personality type do you see in them?
- Reflect on your own behavior during the coming weeks and assess whether your behavior reflects your MBTI type preferences or another type.



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How was today?



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Thank You for Participating Today!

Our Next Gathering Is May 7th, 2025!



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