

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

Dr. Mark A. Jamison, Director
Public Utility Research Center
University of Florida

World Forum on Energy Regulation IV
Athens, Greece

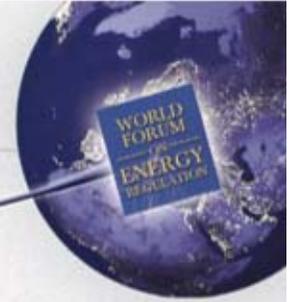
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Case Study



- 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



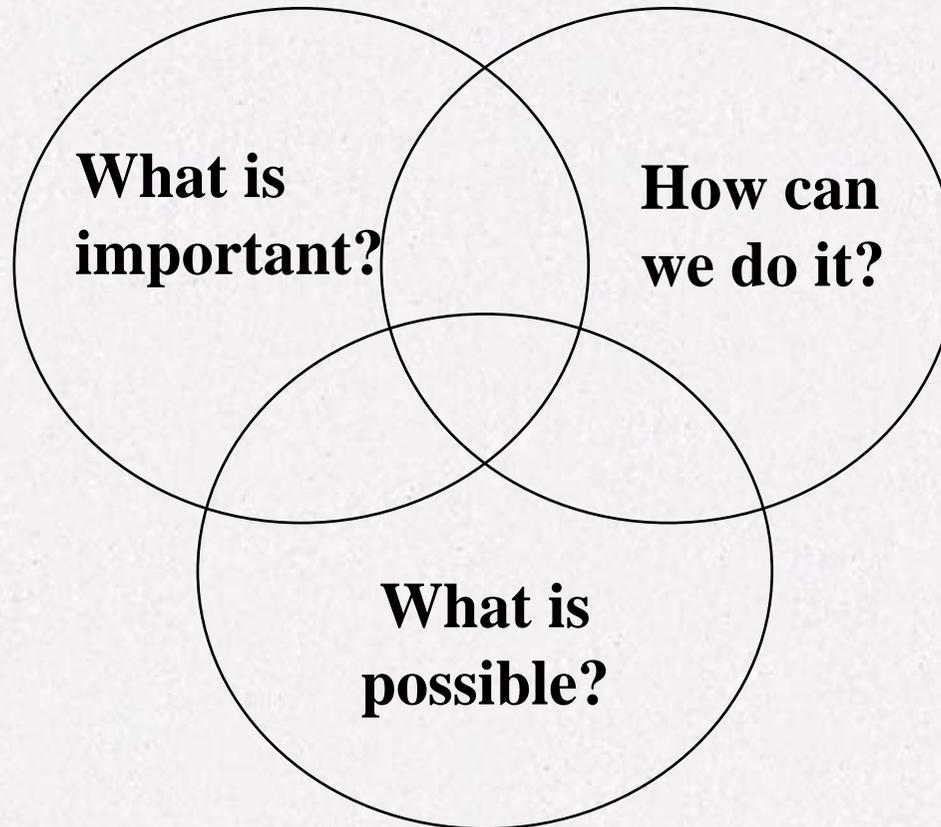
Engineers
Accountants
Economists
Lawyers
Financial Analysts

- Legal Mandates and Societal Goals
- Institution Building

Framework



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

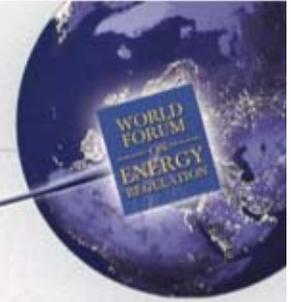


- **Leading**
- **Management**
- **Administration**

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

(Jamison and Castañeda, 2009)

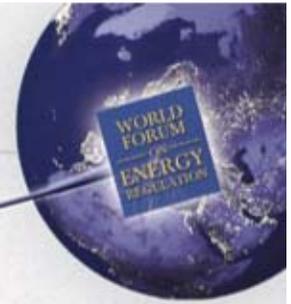
Breaking New Ground



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.

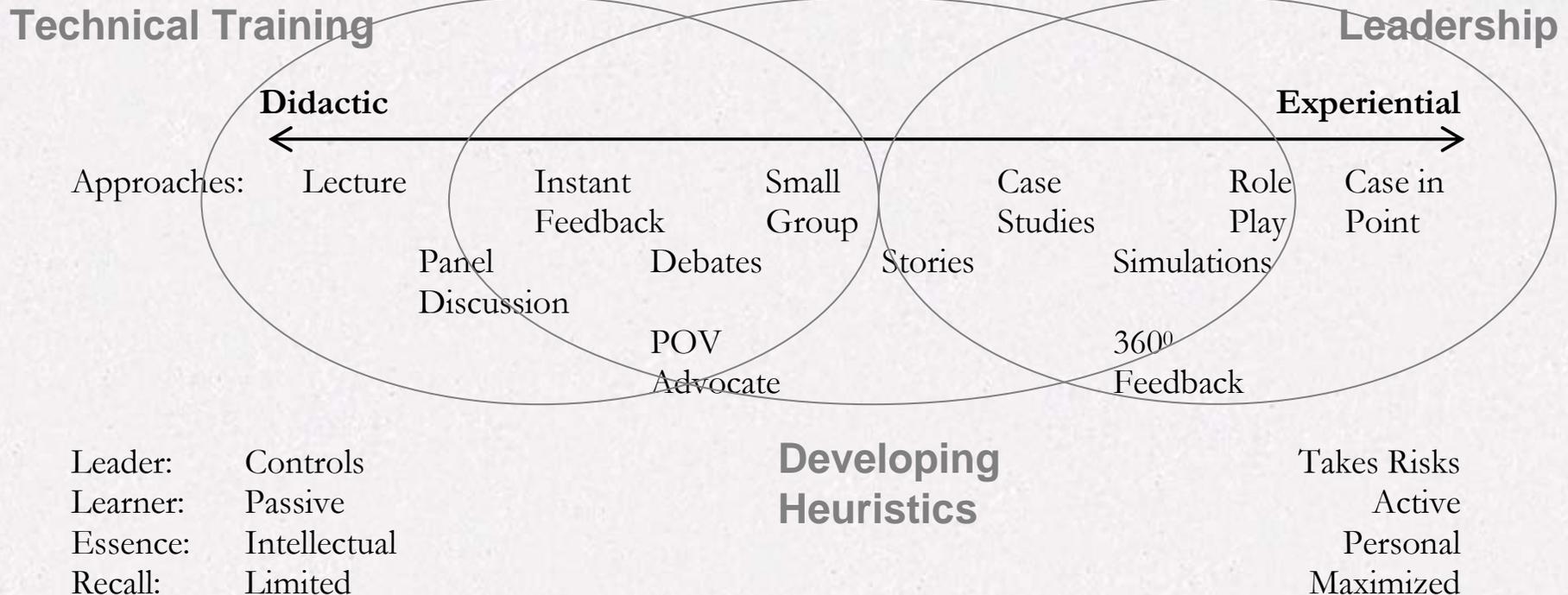
- Focus on **Next** practices, not **Best** practices.
- Focus on **Why** rather than on **What**
- Focus on **Leadership** not on **Leading**

Thinking Politically - Six Types of Relationships to Watch

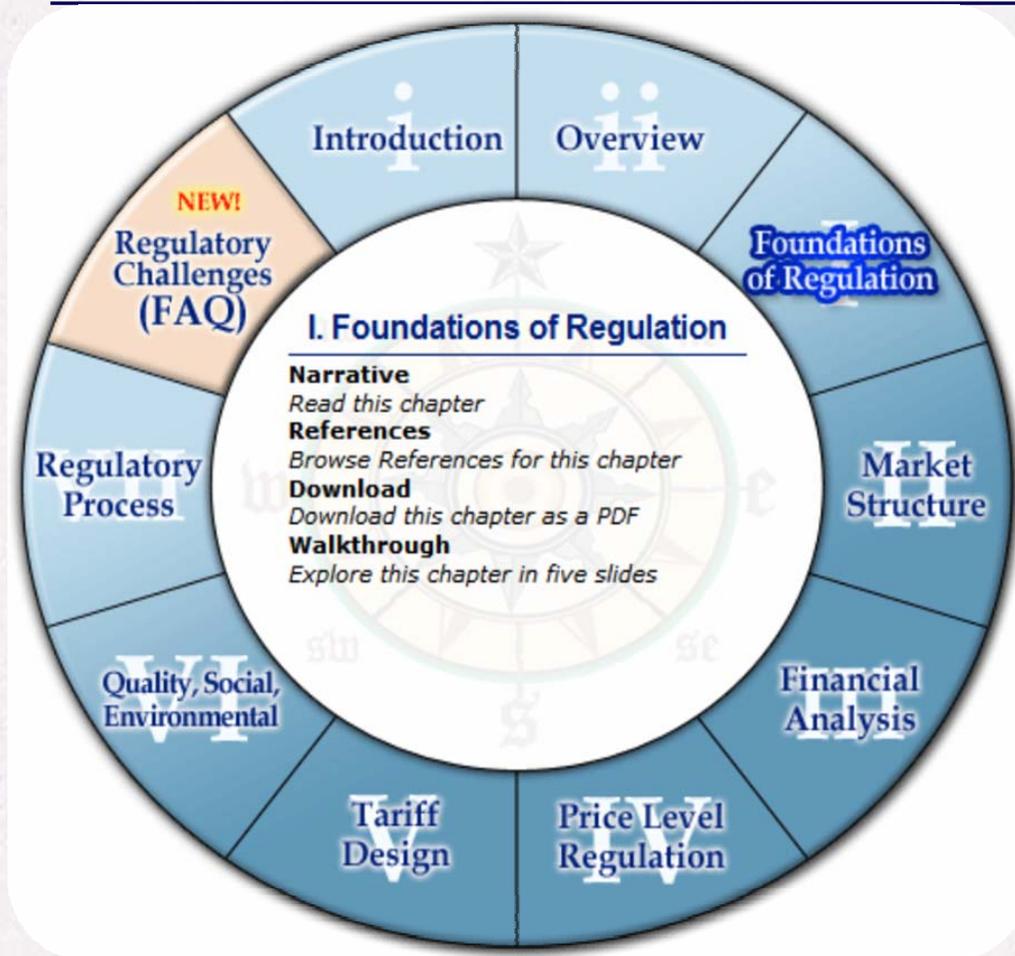


- Engaging **Partners**
- Connecting with the **Opposition**
- Acknowledging **Your Piece** of the Mess
- Dealing with **Casualties**
- Nurturing **Troublemakers**
- Observing **Authorities'** Signals

Pedagogy



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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Dr. Mark Jamison, Director
mark.jamison@cba.ufl.edu
+1.352.392.6148

UF | Public Utility Research Center
UNIVERSITY of FLORIDA

"Leadership in Infrastructure Policy"

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