



Research Training Course 2011

"Towards more interdisciplinary and diverse research approaches on sustainable water and infrastructures (TISWA)"

Research on Strategic and Visionary Management of Water

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WHY DO WE NEED RESEARCH ON STRATEGIC
AND VISIONARY PLANNING, MANAGEMENT,
LEADERSHIP AND THINKING?

TO IMPROVE THE QUALITY OF CITIZENS'
LIFE BY REACHING ECONOMICALLY,
SOCIALLY, CULTURALLY AND
ENVIRONMENTALLY SUSTAINABLE
DECISIONS ON WATER SYSTEMS





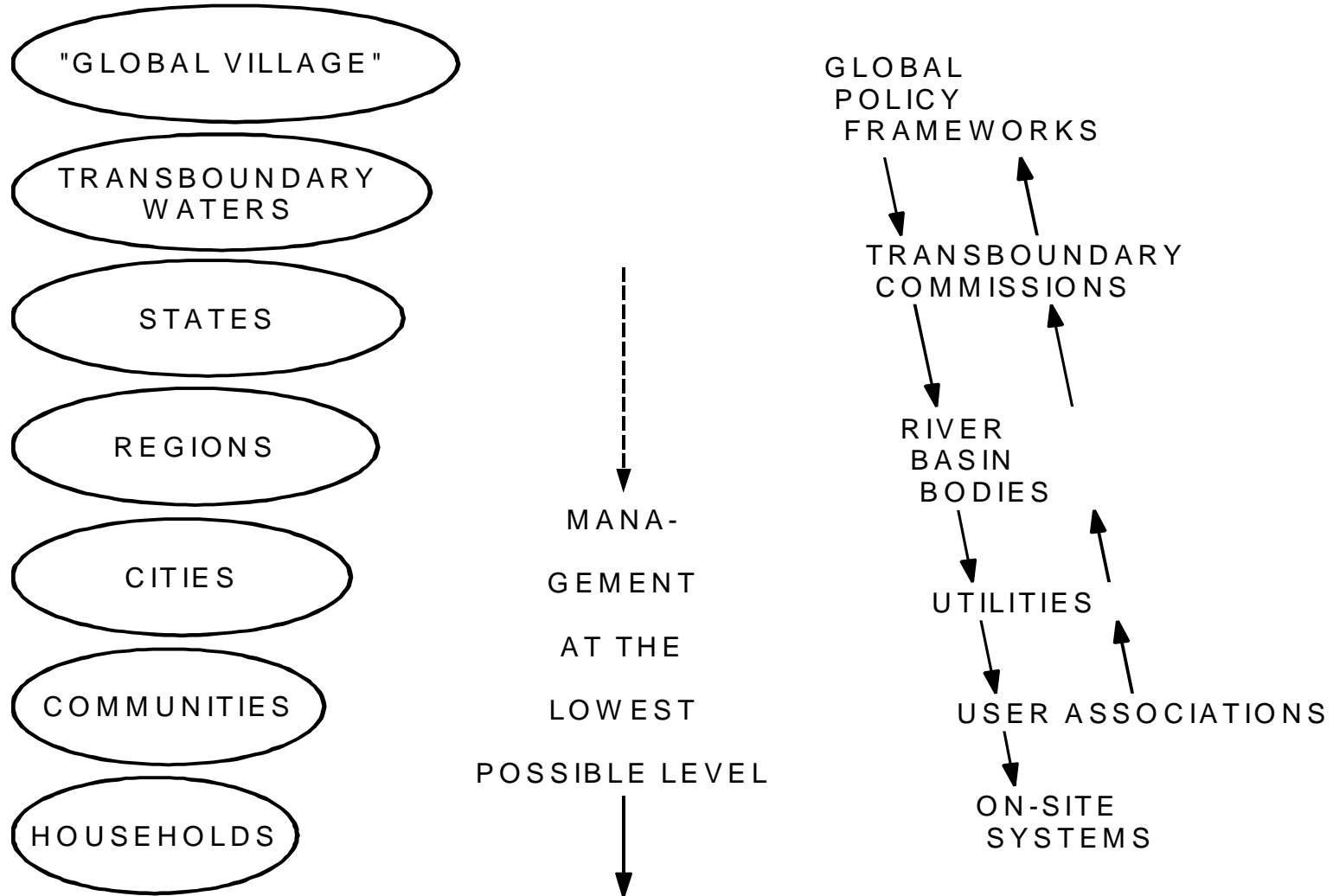
ORGANISATIONS:

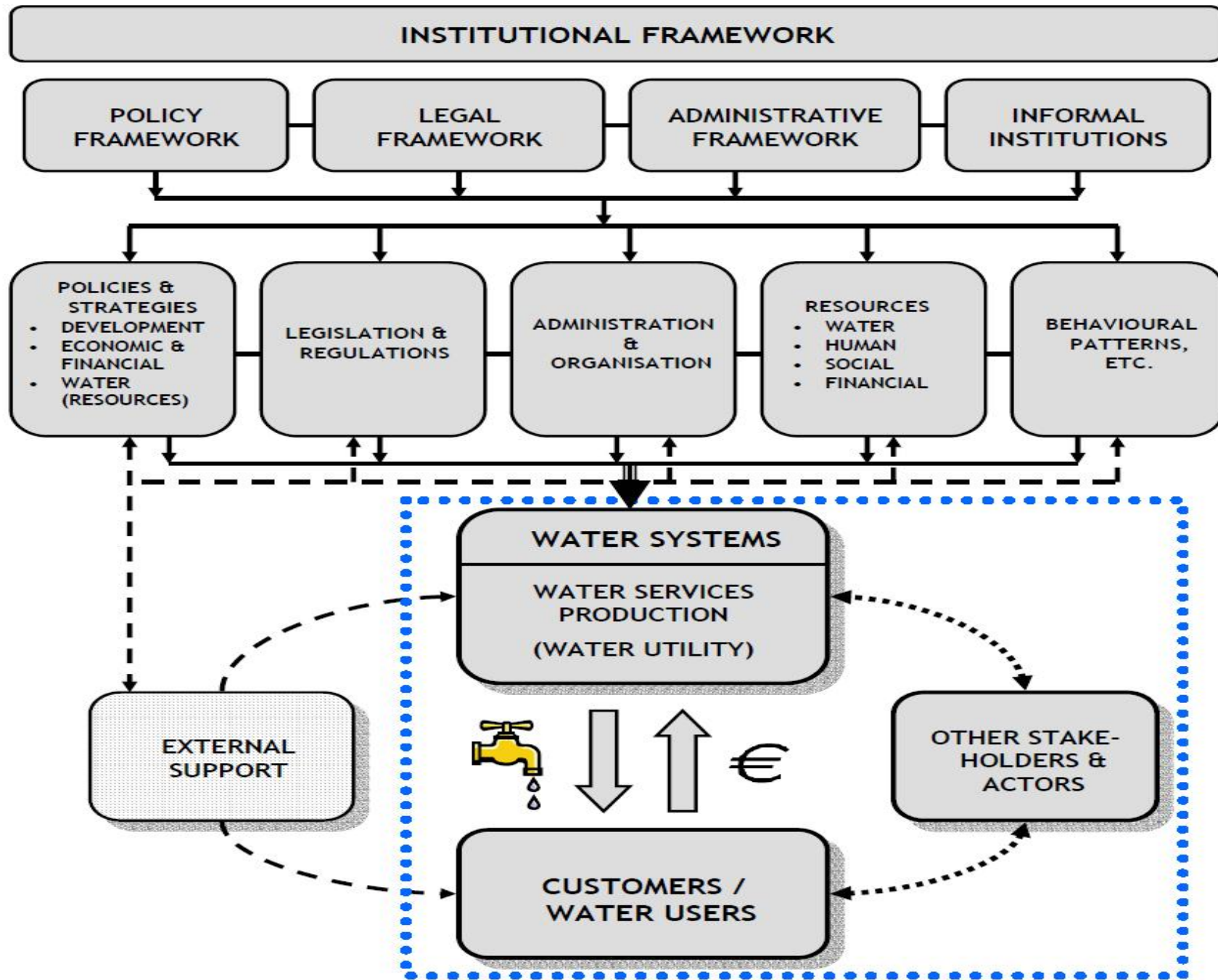
- Are groups of individuals bound to some common purpose to achieve objectives (*North, 1990, p. 4*).
- Are consciously coordinated social entities, with relatively identified boundaries, that function on a relatively continuous basis to achieve a common goal or set of goals (*Robbins, 1990, p. 4*).
- Provide a structure to human interaction (*North, 1990.*)
- Can be agents of institutional change (*North, 1990*).

INSTITUTIONS:

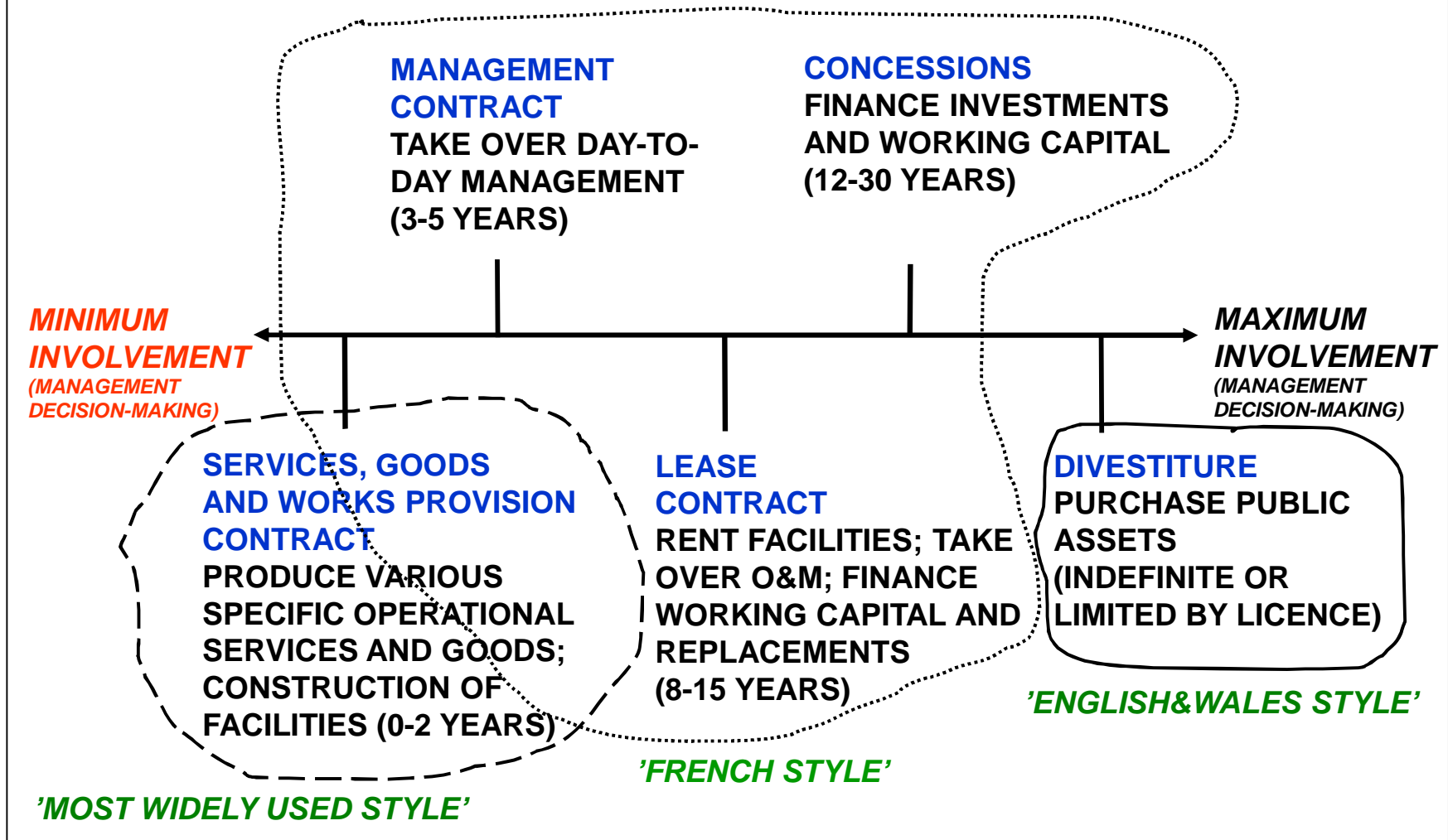
- Are rules of the game in a society (*North, 1990*).
- Are humanly devised constraints that shape human interaction (*North, 1990*).
- Are frameworks within which human beings interact (*Wegerich, 2001*).
- Structure incentives in human exchange (political, social or economic)
- Reduce uncertainty by providing a structure to everyday life (*North, 1990*).
- Can be formal or informal (*North, 1990*).
- Are set of rules, compliance procedures, moral and ethical behaviour norms.

MANAGEMENT OF WATER RESOURCES AND SERVICES AT VARIOUS LEVELS





SPECTRUM OF PRIVATE SECTOR ARRANGEMENTS



EVOLUTION FROM 1875

RANKING OF KEY STRATEGIC DECISIONS RELATED TO WSS DEVELOPMENT IN FINLAND, 1875-2001		
YEAR	STRATEGIC EPISODE/DECISION	IMPORTANCE (N=13*)→
1875	LOCAL GOVERNMENT ACT	45
1876	1ST URBAN WATER WORKS	25
1879	HEALTH DEGREE	50
1882	HELSINKI WATER WORKS BACK TO CITY-OWNERSHIP	28
1890	BILLING BASED ON METERING ONLY, HELSINKI	35
1890	USE OF LEAD PIPES FORBIDDEN	18
1892	1ST GROUND WATER SYSTEM, VIBORG	10
1900	WATER-BASED TOILETS ACCEPTED	45
1902	WATER RIGHTS ACT	12
1906	UNIVERSAL AND EQUAL SUFFRAGE	10
1907	COOPERATIVE ACT	18
1910	1ST WASTEWATER TREATMENT PLANTS	28
1938	1ST SEPARATE SEWERS	12
1951	1ST GOVERNMENTAL FINANCING ACT	18
1954	START OF DOMESTIC PLASTIC PIPE MANUFACTURING	18
1956	FIWA'S PREDECESSOR ESTABLISHED	18
1962	WATER ACT	58
1967	1ST PROFESSOR IN WATER SUPPLY AND SANITATION	18
1970	WATER ADMINISTRATION	35
1974	WASTEWATER SURCHARGE ACT	48
1977	ACT ON PUBLIC WATER AND SEWERAGE SYSTEMS	20
1995	FINLAND JOINED THE EU	38
2000	ENVIRONMENTAL PROTECTION ACT	38
2001	WATER SERVICES ACT	18

* KEY DECISIONS FROM 10 TO 1; COMPILED BY TK; 27 JAN, 2004

0 10 20 30 40 50 60

THE FUTURE IS ALWAYS 'UNCERTAIN'



LIFE IS FULL OF UNCERTAINTIES

**WE CANNOT CERTAINLY REMOVE UNCERTAINTIES,
BUT WE CAN**

- **REDUCE UNCERTAINTIES**
- **PREPARE OURSELVES TO BETTER COPE WITH
UNCERTAINTIES**



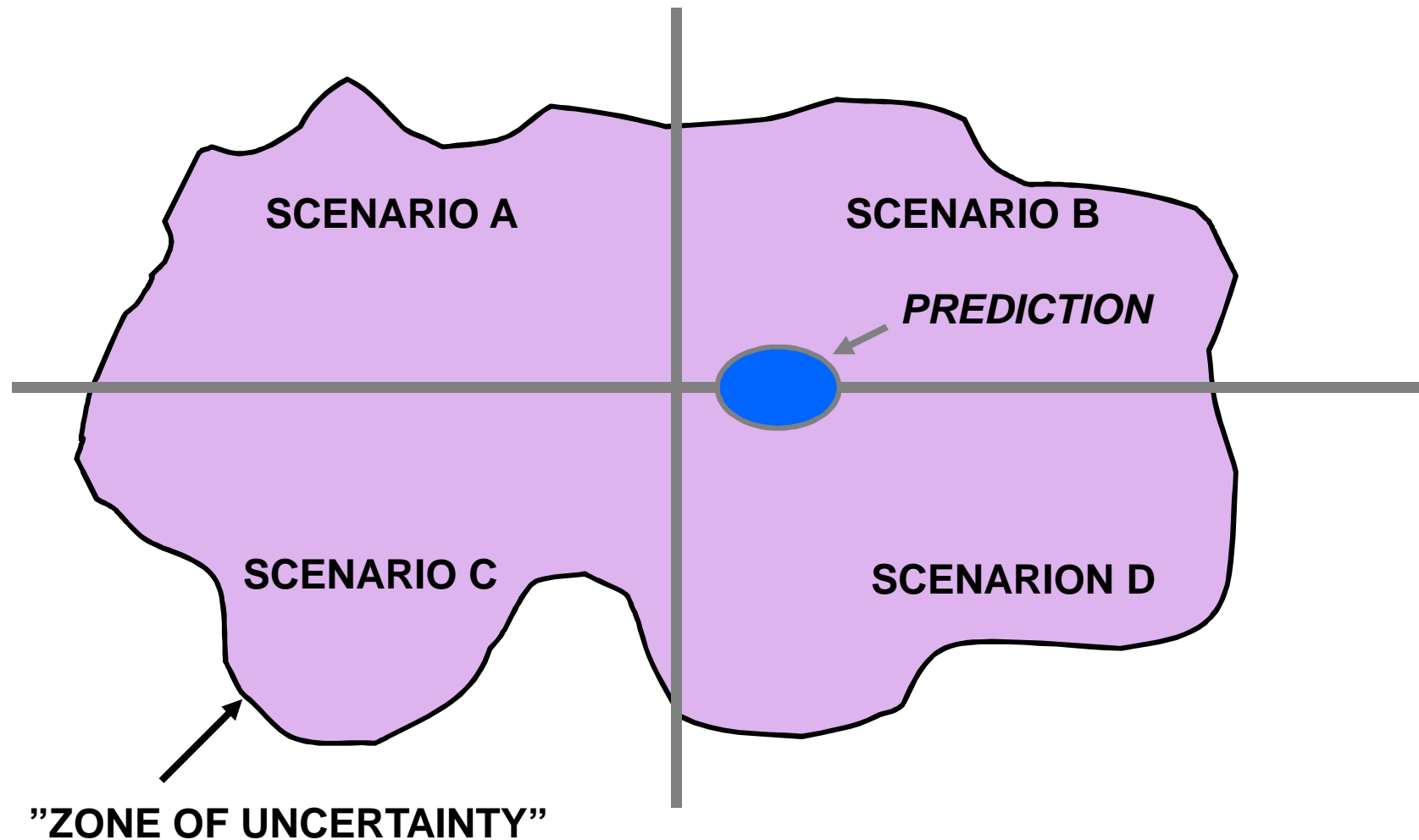
BY FORMULATING STRATEGICIES

'A STRATEGY TO COPE WITH A RISK'

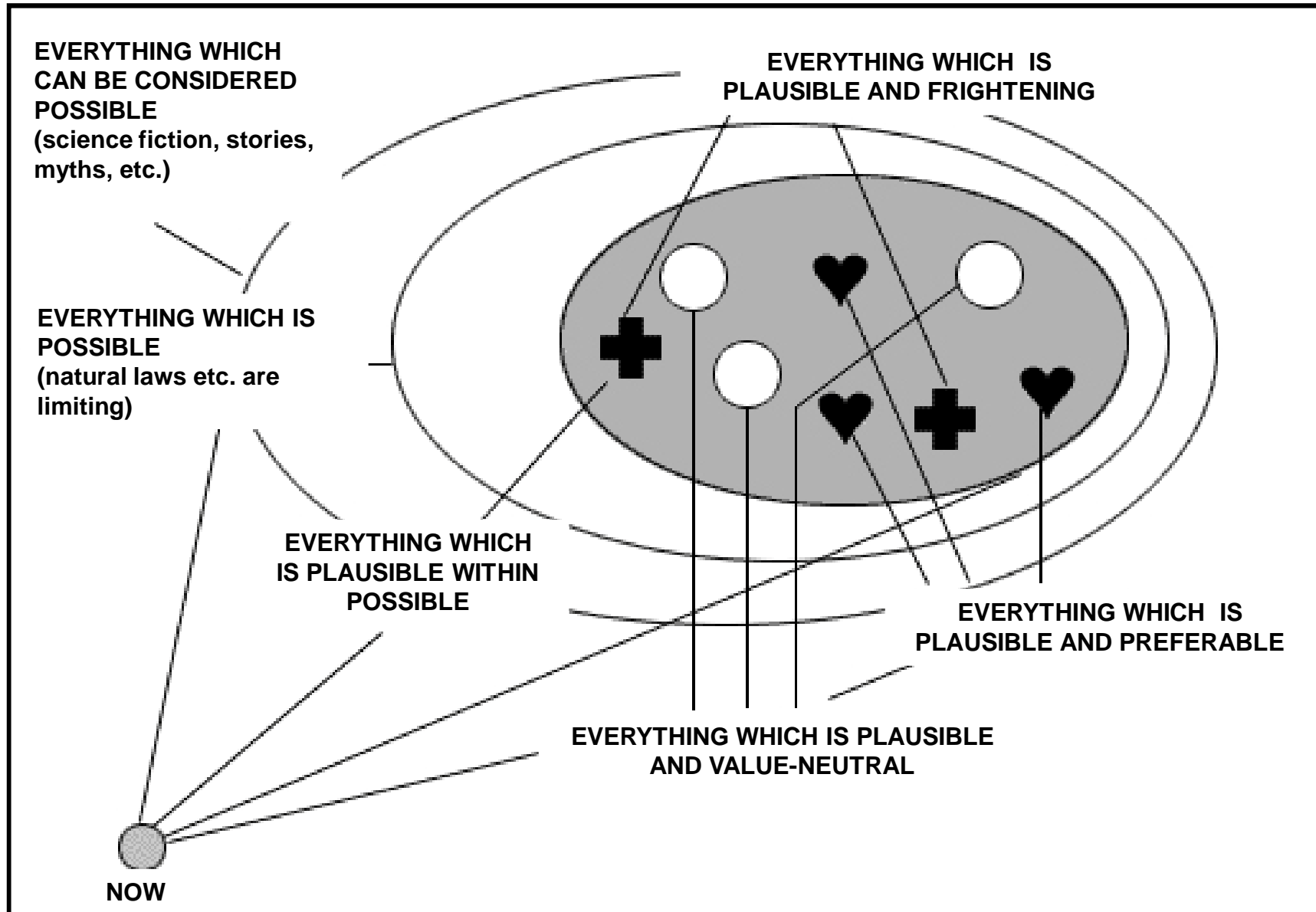


- WE CANNOT HAVE THE SAME FLIGHT, BECAUSE THAT WOULD BE TOO RISKY. I'M FLYING FINNAIR, AND YOU ARE FLYING A LOW COST AIRLINE.

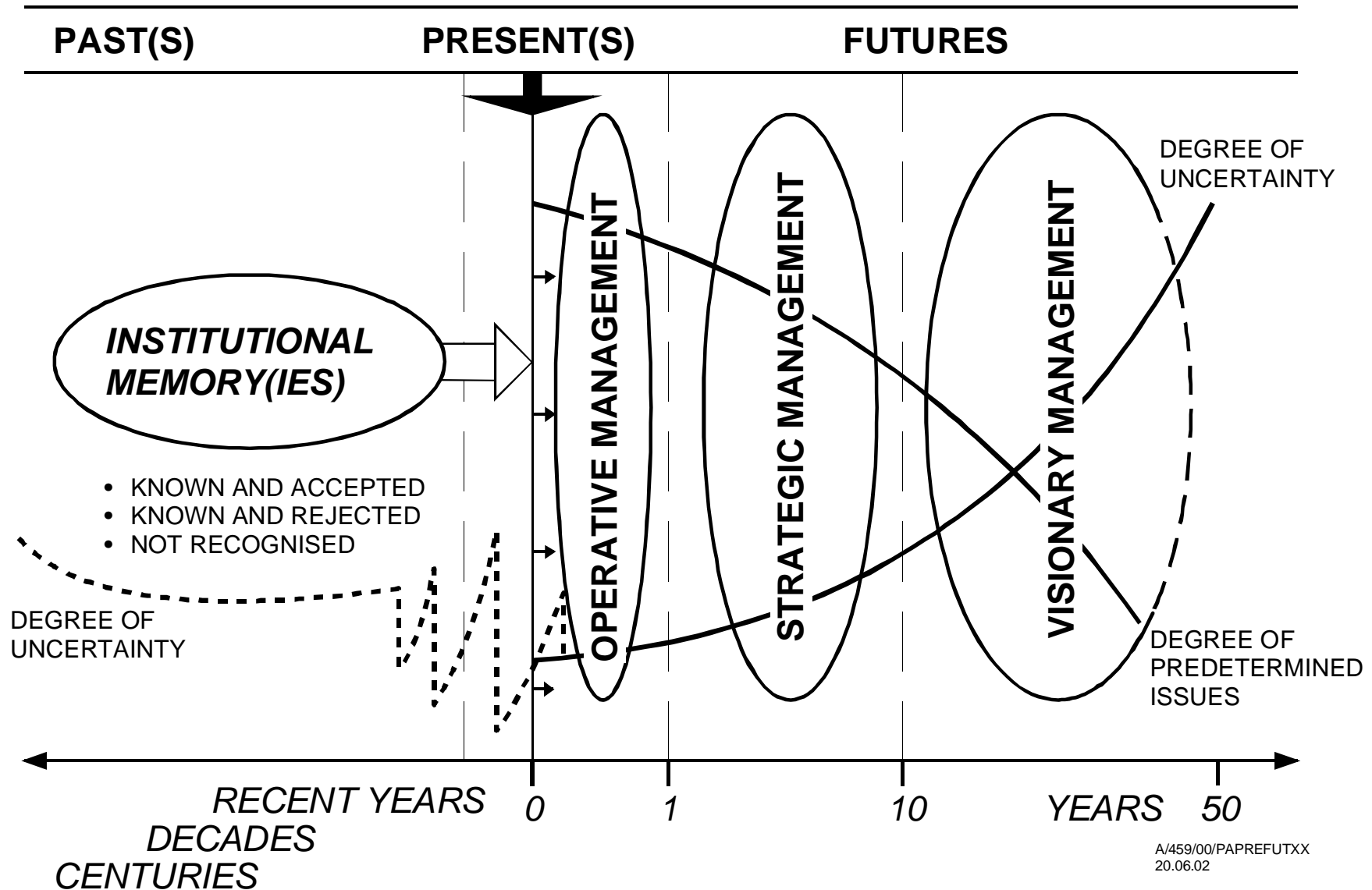
TRADITIONAL PREDICTION VS. SCENARIO WORKING PROCESS



POSSIBLE AND PLAUSIBLE FUTURE AS PROJECTION OF PRESENT



LINKAGES OF THE PASTS, PRESENTS AND FUTURES



AIMS OF FUTURES RESEARCH

TO UNCOVER IMAGES OF POSSIBLE, PLAUSIBLE, AND PREFERABLE FUTURES THAT ENABLE PEOPLE TO MAKE INFORMED DECISIONS ABOUT THEIR LIVES

TO INTRODUCE OPTIONS AND TO EXPEDITE LEARNING PROCESS

TO ENHANCE TO COPE WITH UNCERTAINTIES – TOWARDS THE MANAGEMENT OF UNCERTAIN FUTURE

TO ENABLE IN THE PRESENT PROPER DECISION-MAKING WHICH IS GOVERNING THE FUTURE

STARTING POINTS OF FUTURES RESEARCH

THE FUTURE IS NOT PREDETERMINED

WE CAN IMAGINE WHAT WOULD PROBABLY HAPPEN WHEN WE THINK ABOUT DIFFERENT POSSIBILITIES

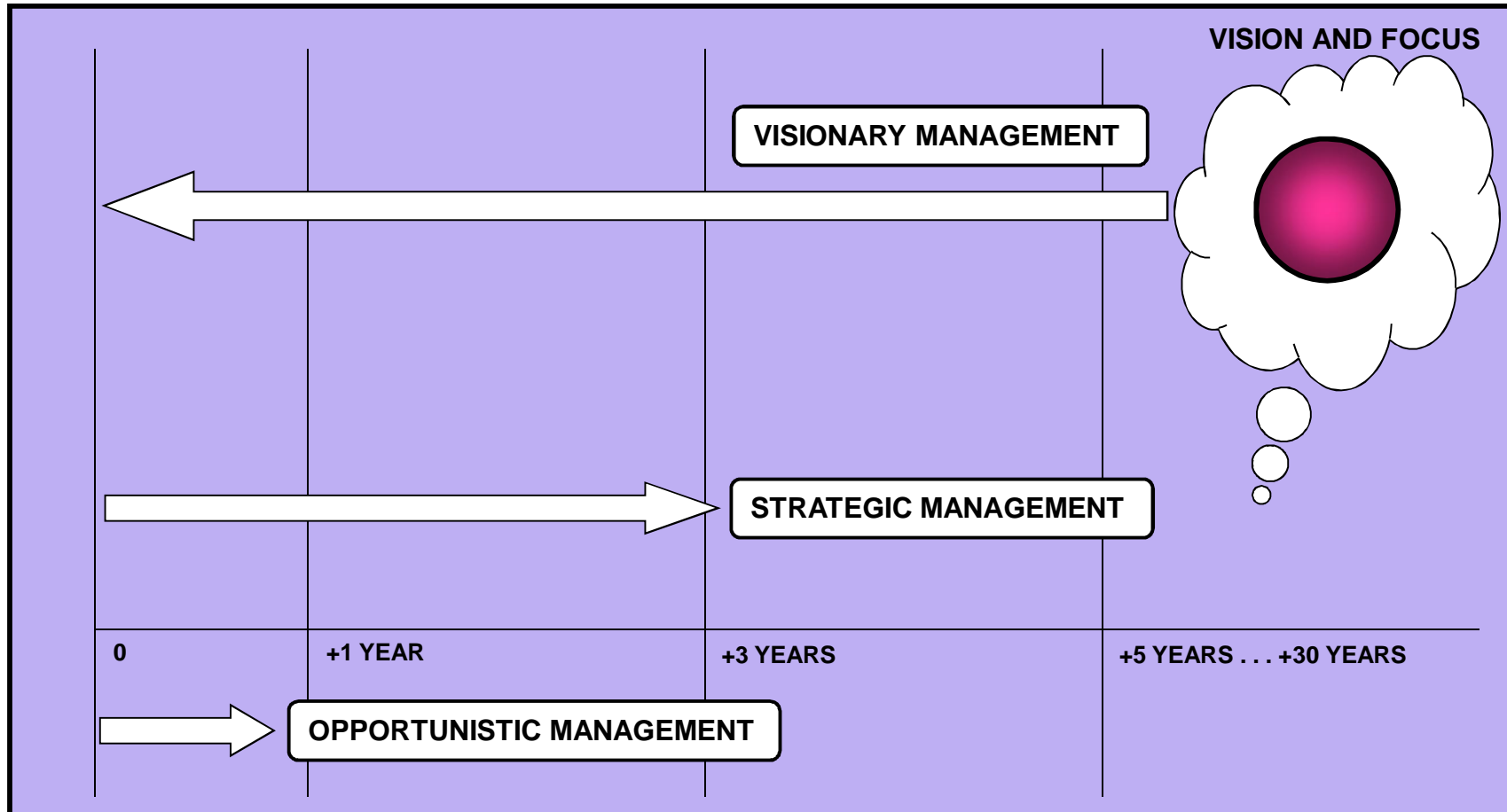
THE FUTURE CANNOT BE PREDICTED

WE CAN ONLY FORMULATE IMAGES AND PERCEPTIONS OF THOSE EVENTS WHICH WE WILL POSSIBLY FACE IN THE FUTURE – THAT'S WHY WE DISCUSS ABOUT SEVERAL OPTIONAL FUTURES

WE CAN HAVE AN IMPACT ON THE FUTURE WITH OUR ACTIONS AND SELECTIONS

**IT IS IMPORTANT TO KNOW WHAT IS POSSIBLE, WHAT IS PLAUSIBLE, AND WHAT IS PREFERABLE
CONSIDERING THE VALUES AND DISCUSSING ABOUT THE VALUES IS INEVITABLE WHEN THE ALTERNATIVES ARE ANALYZED**

FUTURES-ORIENTED VISIONARY MANAGEMENT FOR LONGER-TERM SUCCESS



VISIONARY DEVELOPMENT TASK

