

Principles and Practices for Building Civic Leadership and Engagement

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St. Louis

Mike Kensler



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**“Poor Sanitation.
Pollution.
Wasteful irrigation.
The planet’s
freshwater supply
is terribly
managed.”**

U.S. News and World Report

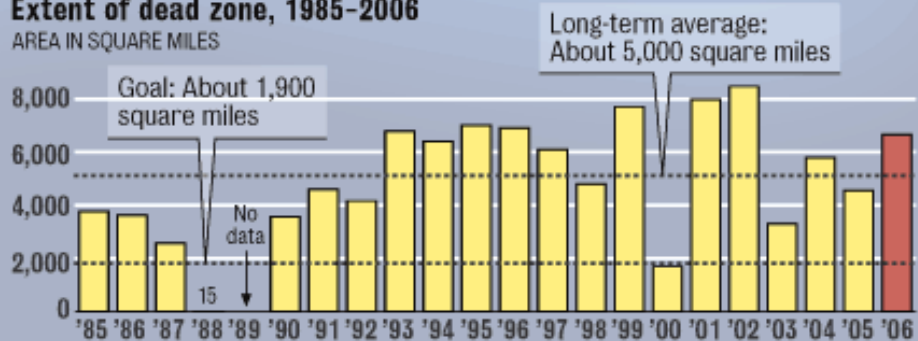
DEAD ZONE EXPANDING

More than five years after environmental experts pledged to reduce the dead zone by more than half its average size by 2015, the oxygen-deprived band of water in the Gulf is getting bigger. In 2006, the area measured 6,662 square miles.



Extent of dead zone, 1985-2006

AREA IN SQUARE MILES



Note: The dead zone is an area where water at the bottom of the Gulf of Mexico is low in oxygen, below two parts per million.

Source: Louisiana Universities Marine Consortium

STAFF GRAPHIC BY DAN SWENSON

“The major problems in the world are the result of differences between the way nature works and the way people think.”

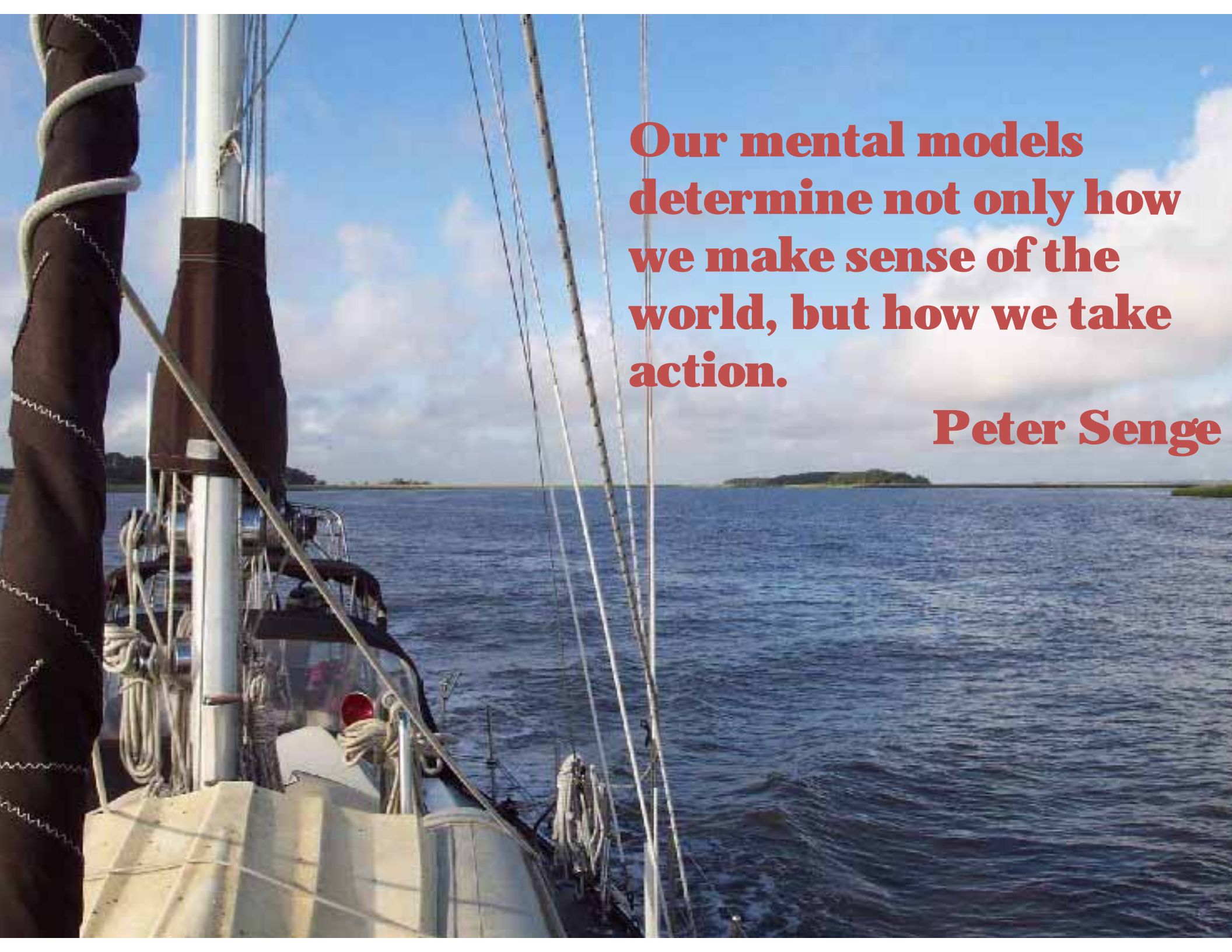
Gregory Bateson



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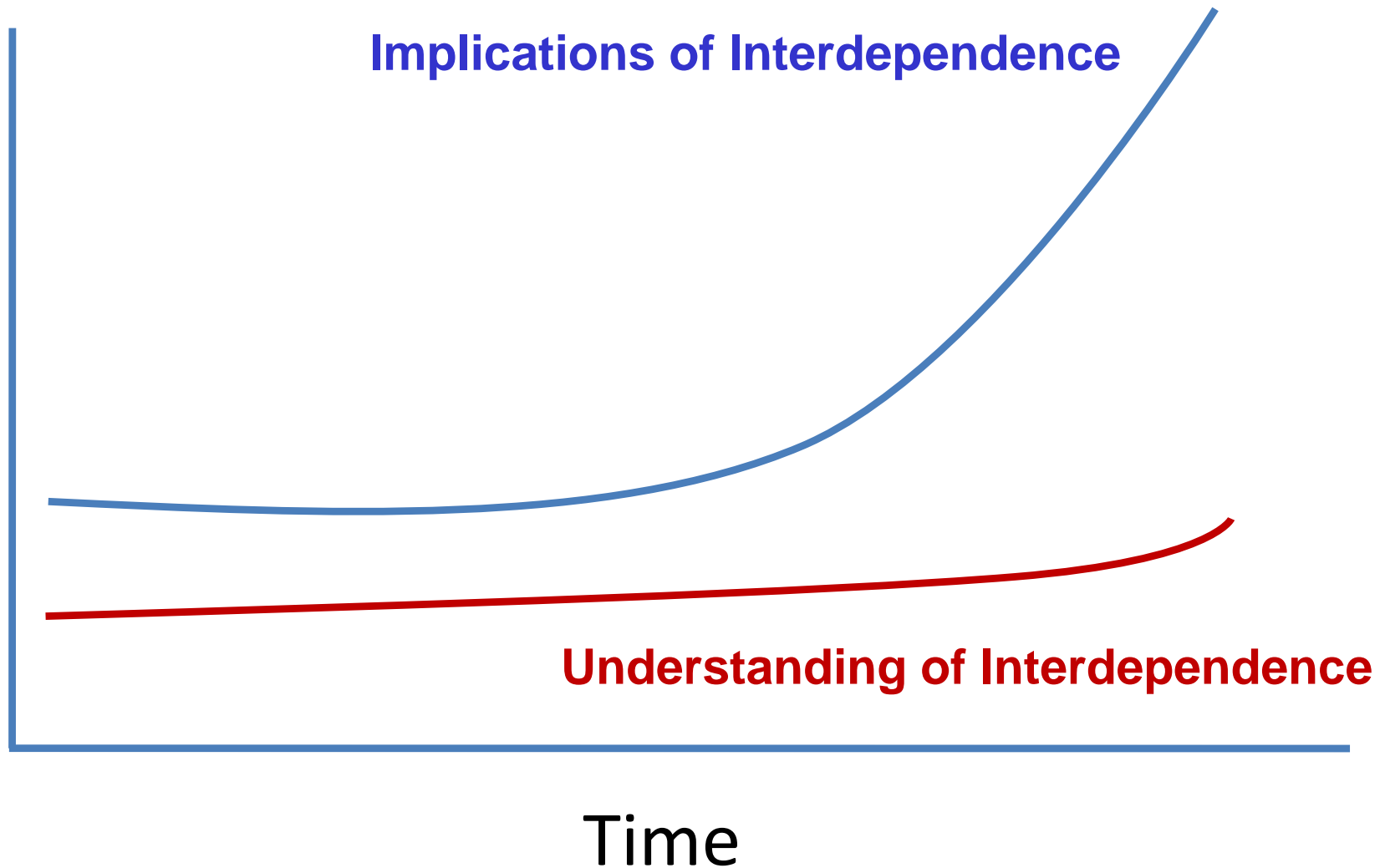


A photograph of a sailboat on a body of water under a blue sky with light clouds. The boat's mast and rigging are visible in the foreground. The text is overlaid on the right side of the image.

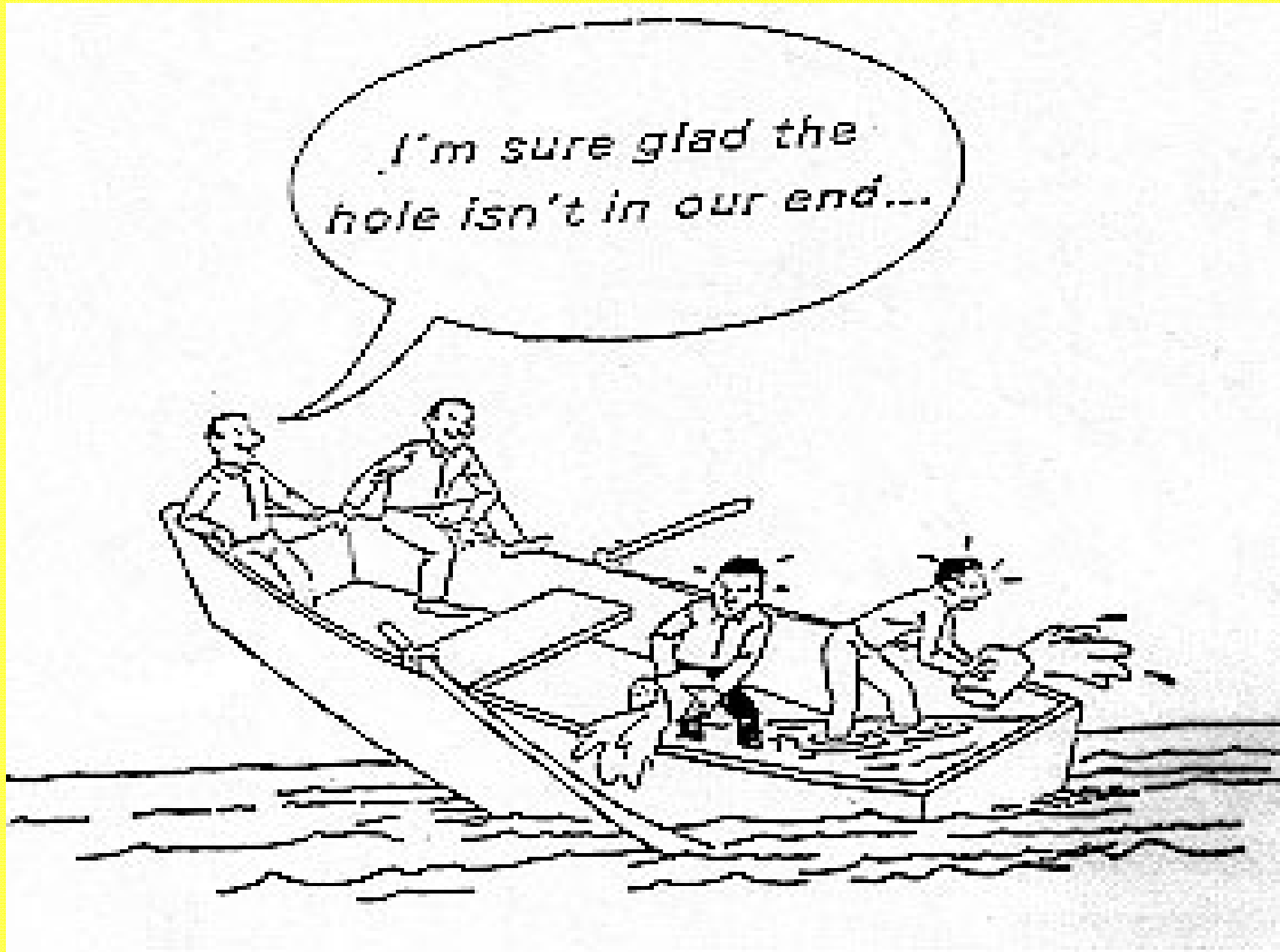
Our mental models
determine not only how
we make sense of the
world, but how we take
action.

Peter Senge

“When we try to pick out anything by itself, we find it hitched to everything else in the Universe.”
John Muir



*I'm sure glad the
hole isn't in our end...*

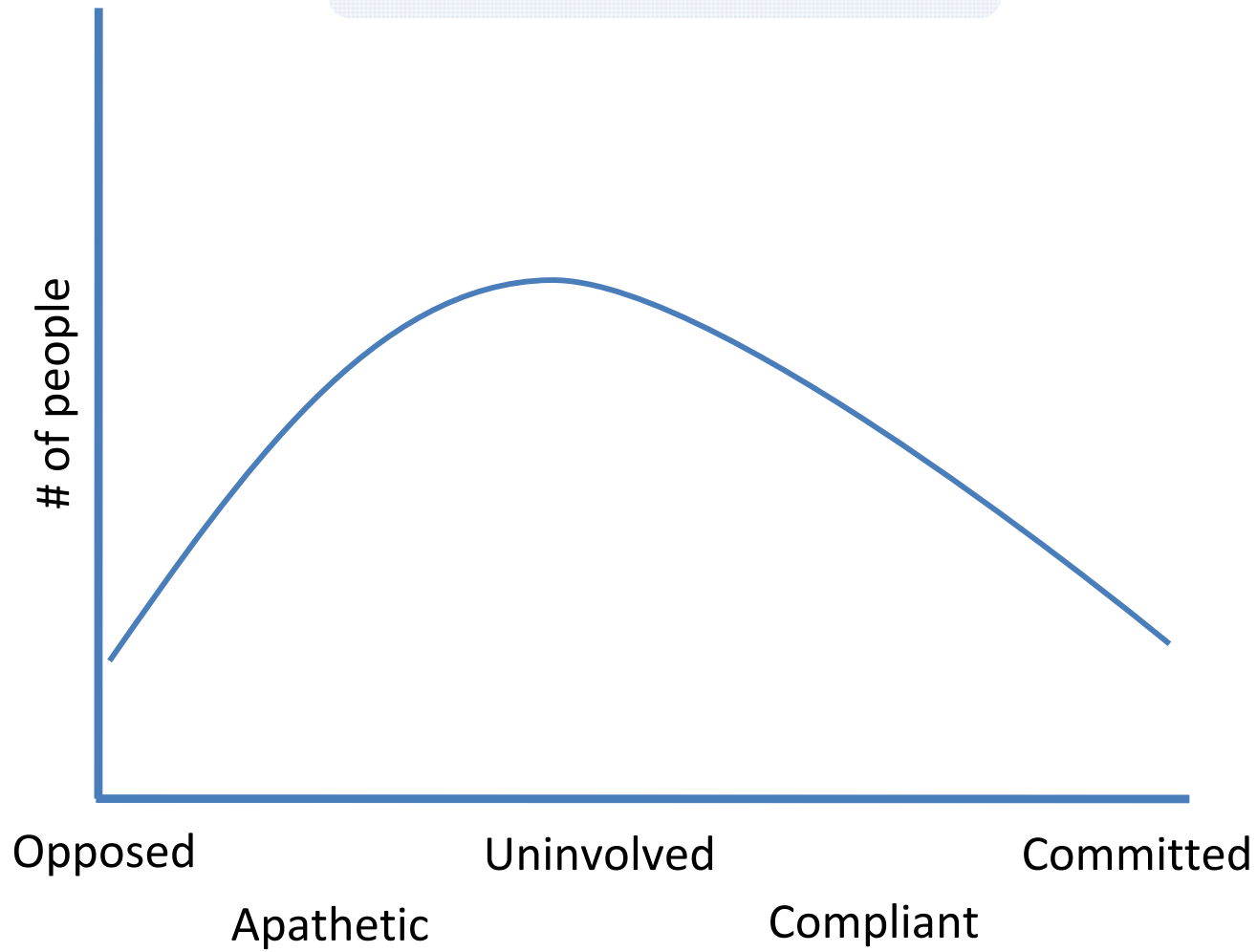


“Those do the most good who have the greatest capacity to stand in the tragic gap.”

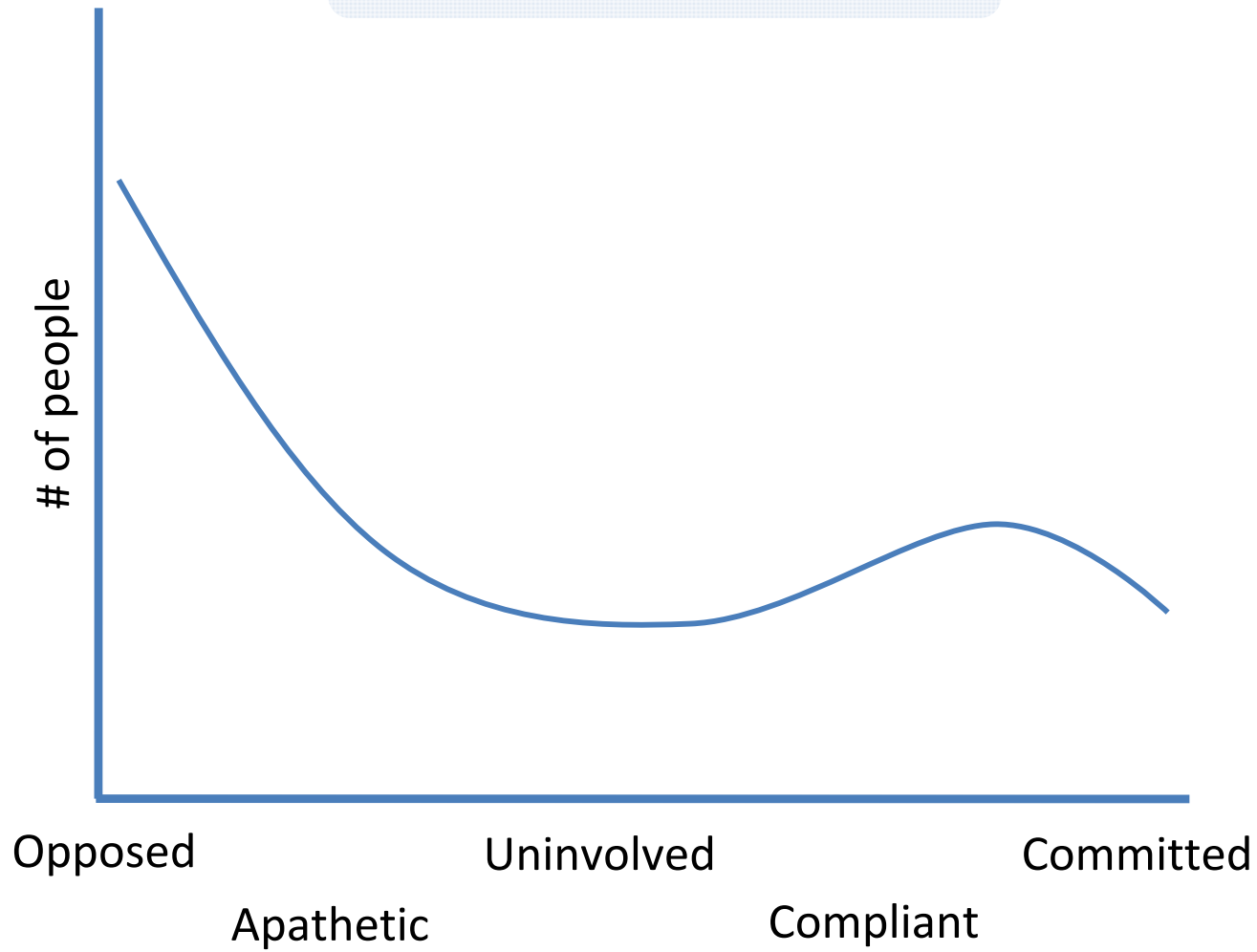
Parker Palmer



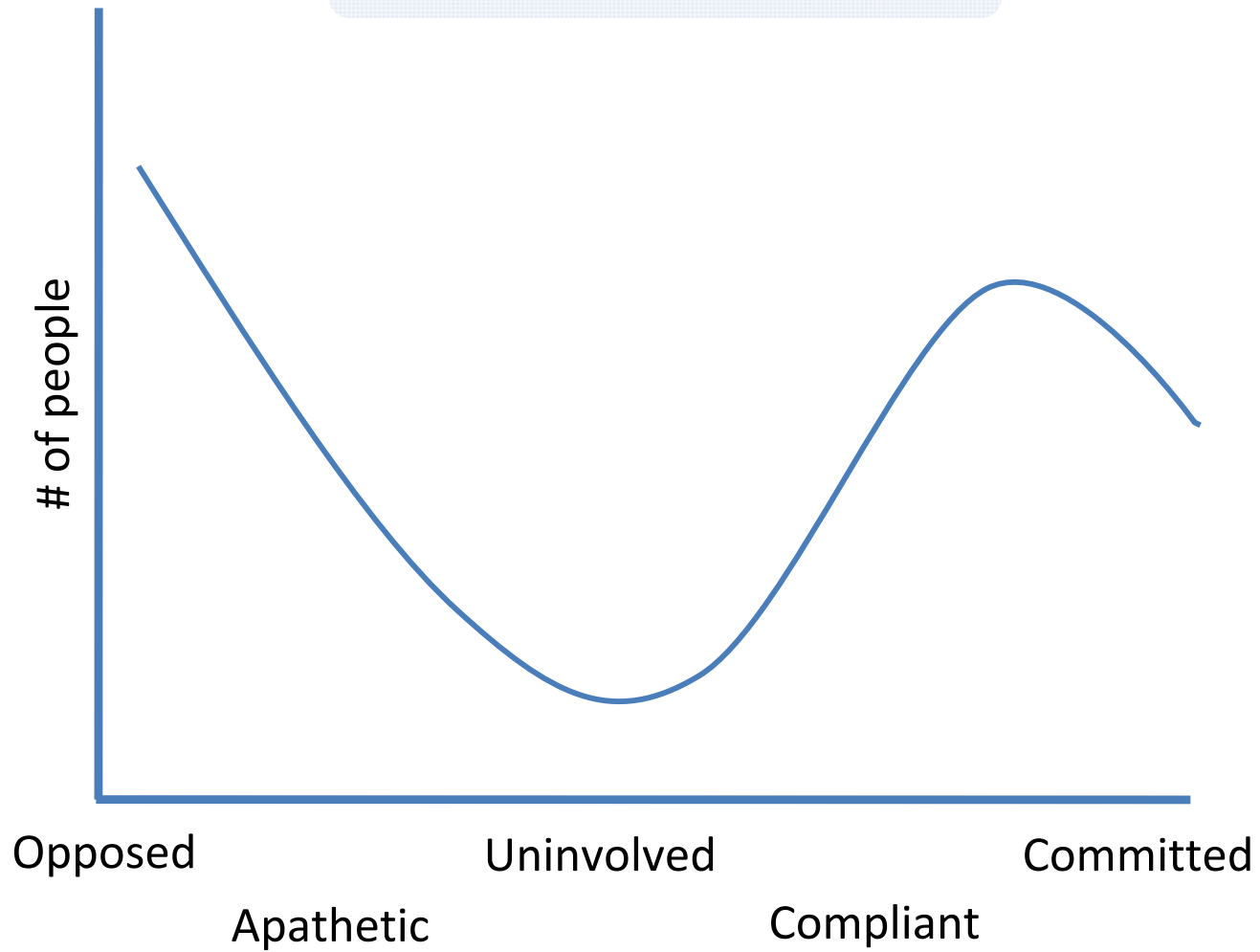
Strong Indifference

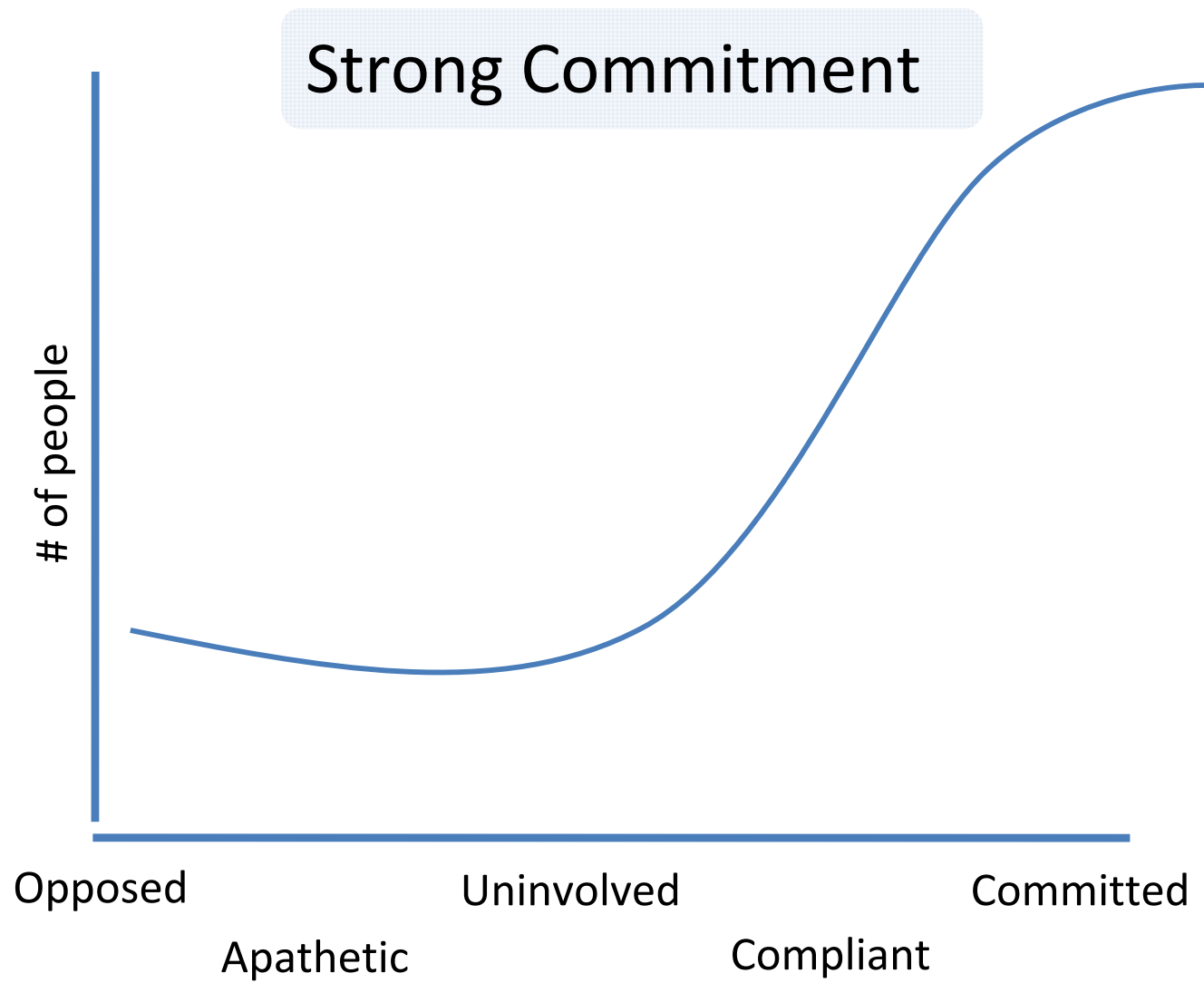


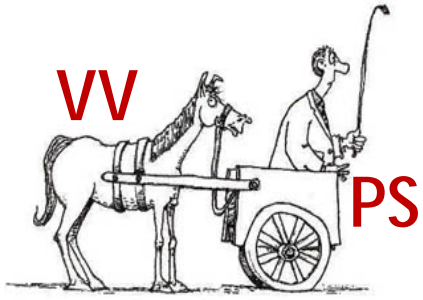
Strong Opposition



Strong Polarization







Role of the EXPERT



Strong Commitment

- IDEALISM
- INTIMACY
- DEPTH



Aspiration

Agency

Relevance

Choice

Faith in People

~~Cynicism~~



Opposed

Apathetic

Uninvolved

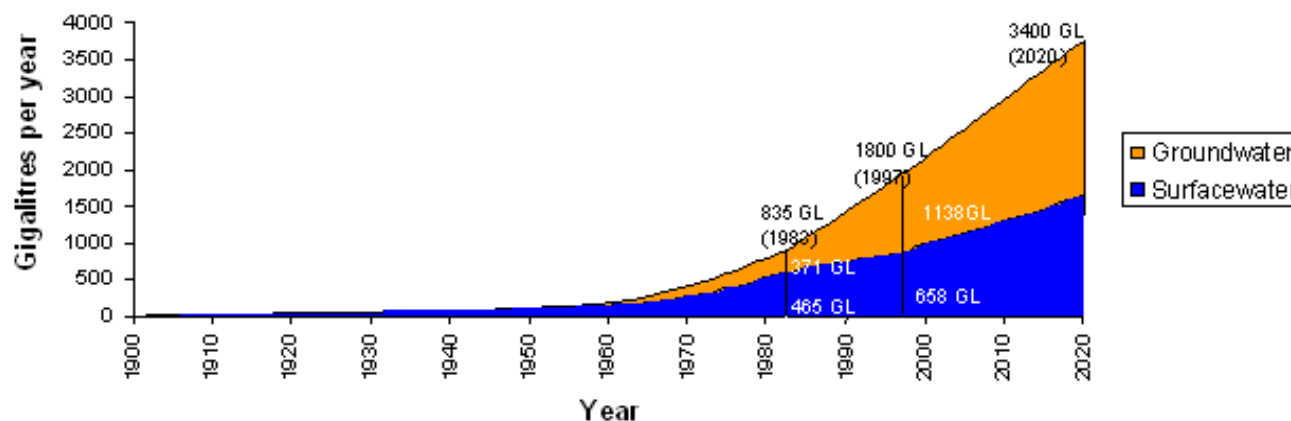
Compliant

Committed

The Status Quo Question:

“How can we further manipulate rivers, lakes, and streams to meet our insatiable demands?”

Water Sources 1900 - 2020
Historical Use and Demand Projections



Sandra Postel

The Sustainable Future Question:

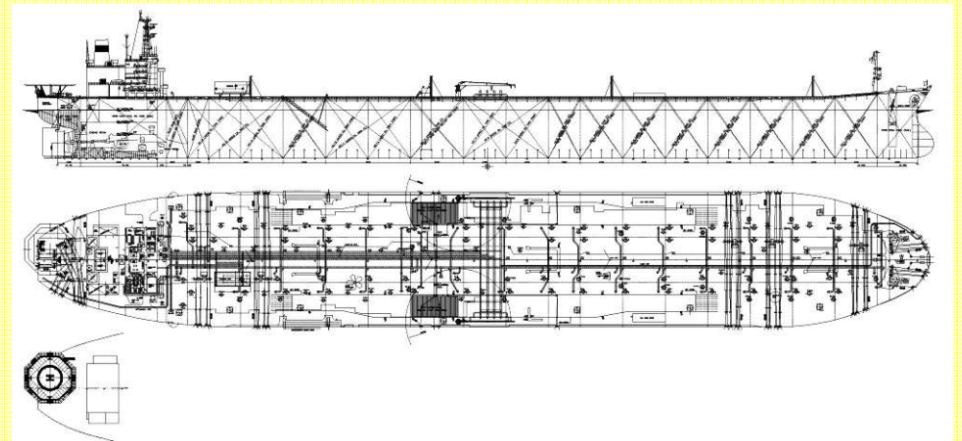
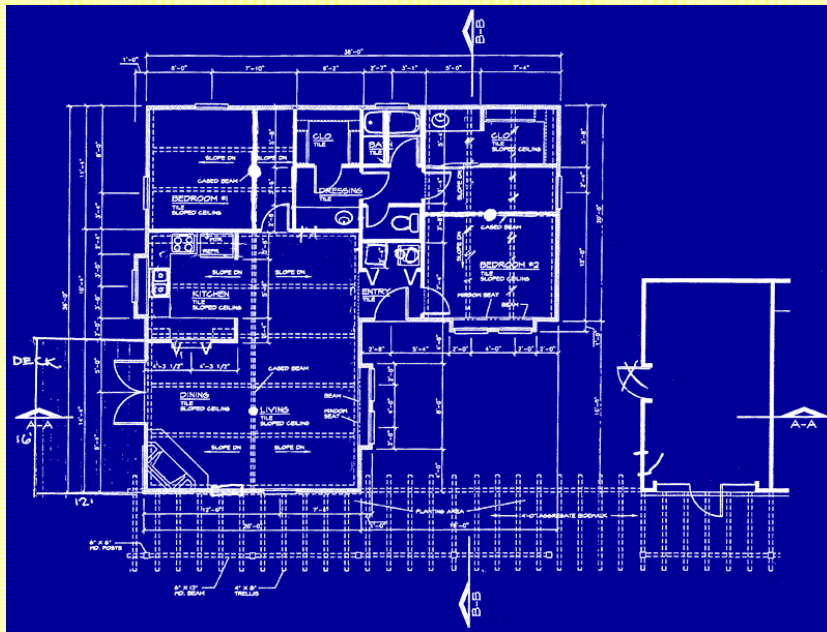
“How can we best satisfy human needs while accommodating the ecological requirements of healthy water systems?”



Sandra Postel

Leadership as Social Architecture

- **Blueprint Design**
 - Predetermined Outcomes
 - Predetermined Paths to Outcomes



Leadership as Social Architecture

- Emergent Design
 - Focus on relationships
 - Figure it out together
 - Trust the process of civic engagement

