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| Nota di contenuto | Front Cover -- Copyright -- About WEF -- About IWAP -- Contents -- Introduction of Authors -- Foreword-Barry Liner -- Prologue: From Smart to Wise-A Wake-Up Call -- Guide to the Reader -- Introducing the Document -- The Topic -- The Intended Reader -- Key Messages -- Executive Summary -- 1. The UAIM Framework Experiences -- 2. Water Intrapreneurs For Successful Enterprises-A Vision -- 2.1 Urban Water Challenges-Globally and Regionally -- 2.1.1 Nature and Water -- 2.1.2 Climate Change -- 2.1.3 Sustainability Goals -- 2.1.4 The WISE Approach -- 2.2 Qualities of a Wise Utility -- 2.3 The Role of Systems Thinking -- 2.4 The WISE Framework -- 3. Value Creation -- 3.1 Value Creation-Business Processes -- 3.2 Value Creation-People -- 3.3 Value Creation-Technology -- 3.4 Integration-The Core of Systems Thinking -- 4. External Impact -- 4.1 The Outcome -- 4.2 Safeguarding Future Water Supply -- 4.2.1 Water Reuse -- 4.2.2 Influencing Customer Behavior -- 4.2.3 Tariffs and the Value of Water -- 4.3 External Impact -- 4.4 Adaptation to Human Society and Environment -- 5. Organizational Learning And Change Management -- 5.1 Addressing the Challenge of External Adaptation -- 5.2 Organizational Culture -- 5.3 Understanding How Humans Make Decisions -- 5.4 Understanding How Organizations Make Decisions-Organizational Culture -- 5.5 A |

Continuously Learning Organization-A Path to Wisdom -- 5.6 Dealing with Wicked Problems -- 6. UAIM Results-Models and Methods -- 6.1 The UAIM Effort Toward WISE -- 6.2 UAIM Results-Business Processes -- 6.2.1 Business Process Maturity Model -- 6.2.2 Illustration of Continuous Improvement -- 6.3 UAIM Results in the "People Topics" -- 6.3.1 Workforce and Organizational Culture -- 6.3.2 Change Management -- 7. Transition from UAIM to WEF/WISE -- 7.1 Technology in the Smart Utility Era. 7.2 Integrating All Aspects of Value Creation and Change Management -- 7.3 A Project Becomes a Movement -- 7.4 Next Steps -- 8. Leap-Leaders for Emerging Applied Practices -- 8.1 The Purpose of LEAP -- 8.2 Why Join LEAP -- Abbreviations -- Acknowledgments -- References -- Index -- Endnotes.

Sommario/riassunto

This book is a tool for utility leaders to better understand how groups can work together to ensure better performance; value to the organization, community, and environment; coherence; and well-being of the utility through the application of systems thinking and a methodology for improvement. The authors examined the management of water sector utilities from a "systems thinking," or holistic, point of view, starting with the complete system, then defining the components, considering the interactions between them, measuring key variables of value creation and impact, making adjustments, and learning. The overall goal is to establish a knowledge-based roadmap for improvement, including practical methodologies based on science and grounded in the real needs of water sector utilities. A systems approach acknowledges that an integrated system has qualities that the sum of the individual components cannot explain. It is by a holistic view that the system can be learning and developing in a more sustainable way so that a much broader value can be created-both monetary value and better organizational performance.
