

# **The Regulator as Referee**

**Second Annual Global Regulatory  
Network Conference**

**Commissioner David Hadley  
National Association of Regulatory Commissioners**

**Bamako, Mali  
July 26-27, 2004**

# ***Leadership on the Line***

Ron Heifitz and Marty Linsky

**They suggest:**

**Leadership is dangerous work.**

**May I suggest:**

**Policy is dangerous work!**

**Mark A. Jamison, PURC Director  
of Telecommunications Studies**



**The key for a person exercising leadership in infrastructure policy -**

**-is to manage the political context within which technical policy issues are hammered out and implemented.**

# Managing Political Context

- **Maintaining substantive links with supporters**
- **Understanding what adversaries are saying**
- **Monitoring the temperature of the debate**
- **Identifying common ground**
- **Asking “What happens next?”.**