

Andrew McConville
Chief Executive Murray-Darling Basin Authority
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What if more was possible – how might we recognise that we don't have to just **do more** ... that we have to **be more**.

It is that question that has entertained and stretched me through my career, because as my father often said to me, "mate if not you, then who".

What my Dad, what my career and indeed ... what **life** has taught me ... is that without purpose ... without **deep purpose**, no entity, no person can really achieve their full potential.

And so, my challenge to you all as you sit here today and as you lean into the work of today and beyond, what is your true purpose ... what is our collective purpose?

Because purpose quite simply gives you a reason for being.

Purpose unifies, it drives behaviours, it creates a check for action and drives culture ... it provides a framework for consistent decision making in the face of uncertainty.

Articulating purpose is relatively easy ... but it is the *how* and the *what* that deliver results and I urge you, don't make short term tradeoffs at the expense of **deep purpose**.

Real purpose, deep purpose is, in many ways, always just out of reach – it calls us forward continually, calls us higher to **do more** and to **be more**.

True purpose, deep purpose - makes us uncomfortable because it must drive better behaviour, decision making and energy at all levels.

In my experience ... breakthroughs, of the sort we need in the Murray Darling Basin – in fact really, anywhere, can only come when we linger in a space where we feel uncomfortable and where there is ambiguity and uncertainty ...

Again, if not you then who.

Purpose defines our reason for being ... it is not just a tool.

Great organisations, great people detect their purpose and they feel it and believe it to their core –

So don't just *pursue* purpose, *project* purpose in every fibre of your being.

Purpose when really projected can be truly transformational ...

And your **values** lived every day, can ensure that transformation is maintained and driven into every corner of the organisation.

If you are not making decisions wherein you **actually talk about your values** and you **think consistently about your purpose**, then you have not gone deep enough.

And your values drive your purpose forward – they bring it to life, and they ensure that all behaviours are consistent with, and in pursuit of, your purpose.

Plans come and go, strategies rise and fall, but purpose and your values that support it, endure and fuel everything you should do.

And if you can do this, I tell you ... more is possible.

My experience tells also me that none of this is about being perfect or even knowing the answer ..

Rather, it is about having the courage and the energy to try .. driving forward continuously, moving in courageous pursuit of your purpose, living your values, making trade-offs that you might otherwise avoid ...

And being explicit about how they connect to your purpose.

And so today, but also beyond today, what is *your purpose*?

What are *your values*?

What do *you believe* to the very core of your being?

These are questions we have recently asked of ourselves at the MDBA and I am so proud of where the organisation is and the work we are doing – living our values and pursuing our purpose...

Being in community

Being courageous

Bringing energy

To achieve: *Rivers, for generations*

And so, if you are wondering how you might contribute, here and beyond ... to deliver on the vision of Peter Cullen, maybe you can reflect on our values and find something in there for yourself that you can embrace – be courageous, be in community, bring energy.

And reflect on our purpose that I hold deep to my core ...as important... as aspirational ... frankly for me, as sacred:

Rivers, for generations.

Because as a leader, here today, and every day, this is what drives me ... maybe it can drive some of you as well.

Good luck and best wishes for today and beyond.