

Preside or Lead?

The Attributes and Actions of Effective Regulators

56. Commission Positioning II: Can “Vision” Avoid “Too Big to Fail”?

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Uncertainty is everywhere: economic growth, industry structure, utilities’ business strategies, technology’s effects, commissions’ budgets, and especially political tolerance for regulation. Uncertainty has regulators asking, “How do we position our commissions?” The question recognizes that others—utilities, new entrants, large customers—are positioning themselves. The commission that fails to position itself risks becoming passenger rather than pilot.

Scott Hempling

Attorney at Law LLC

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