

Leading localities in a global era

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The new leadership imperative for councillors and officers

Four parts:

- Why new leadership?
- Understanding the dynamics of societal change
- Getting to grips with locality leadership
- New leadership and innovative management for 21st century local democracy

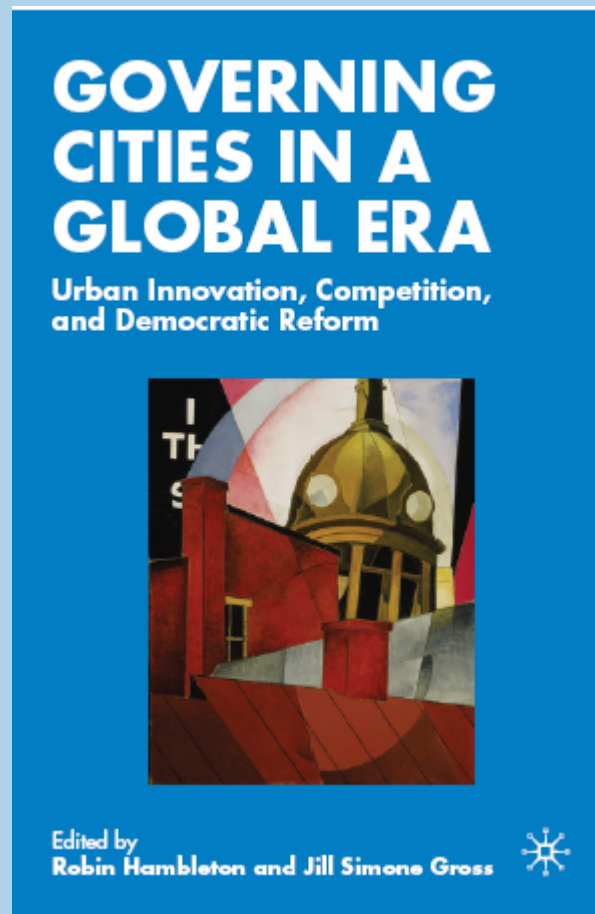
PART 1

Why new leadership?

Three key currents of change

- Urbanization and the growth of metropolitan regions
- Globalization: horizontal pressures for efficiency in an international marketplace
- Citizen and community demands for improved responsiveness

Governing cities in a global era



- The presentation draws on a new book
- Robin Hambleton and Jill Gross (eds) Governing Cities in a Global Era. Palgrave, 2007

The new challenges for locality leaders

- Economic restructuring: massive changes in the economic function of cities
- Social dynamism in multicultural cities but concerns about the 'downside of diversity'
- Unsustainable urban development
- Threats to democratic accountability and support for public purpose

City/urban futures: options for 2020

Two extreme scenarios:

- A disaster scenario: the divided, unequal city with consumers living isolated lives in separate fortified enclaves
- An optimistic scenario: the vibrant, multi-cultural city generating economic prosperity and a good quality of life for all citizens

More information: www.uic.edu/cuppa/cityfutures

Why new leadership?

- Leadership needed to ensure we avoid the disaster scenario
- Leadership needed to anticipate future events
- Leadership needed to shift communities from reactive decision making to proactive policy making

PART 2

Understanding the dynamics of societal change

From local government to local governance

- Local government: the local institution of the state elected by citizens
- Local governance: local government **plus** a range of public, private and voluntary sector bodies
- Implication: End of command and control leadership

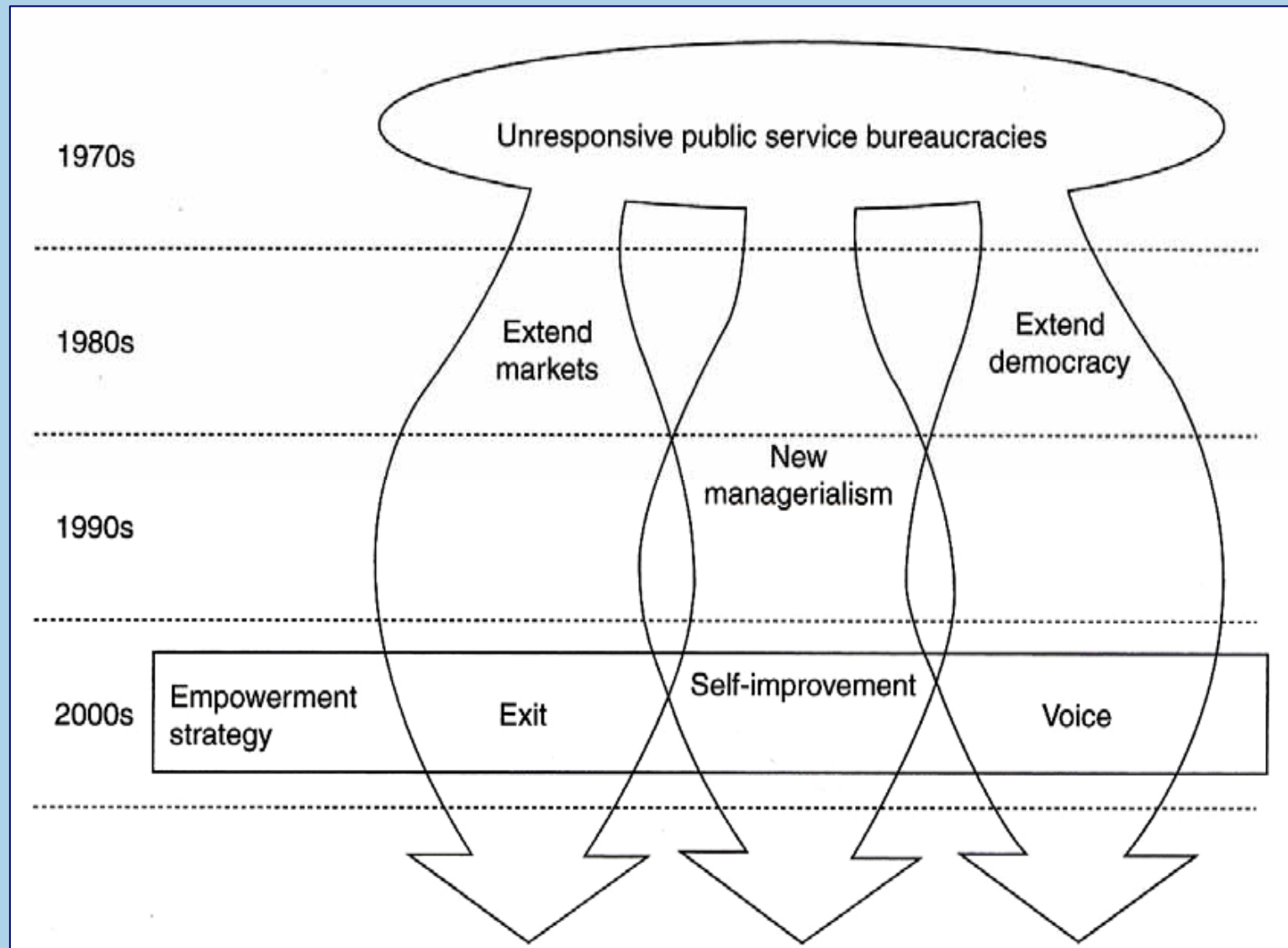
From public administration to 'new public management'

- Public administration: public servants answerable to democratically elected politicians providing state – funded public services
- New public management: attempts to introduce private sector management approaches to the public sector
- Implication: Threat to the public service ethos

Belief systems driving public service reform strategies

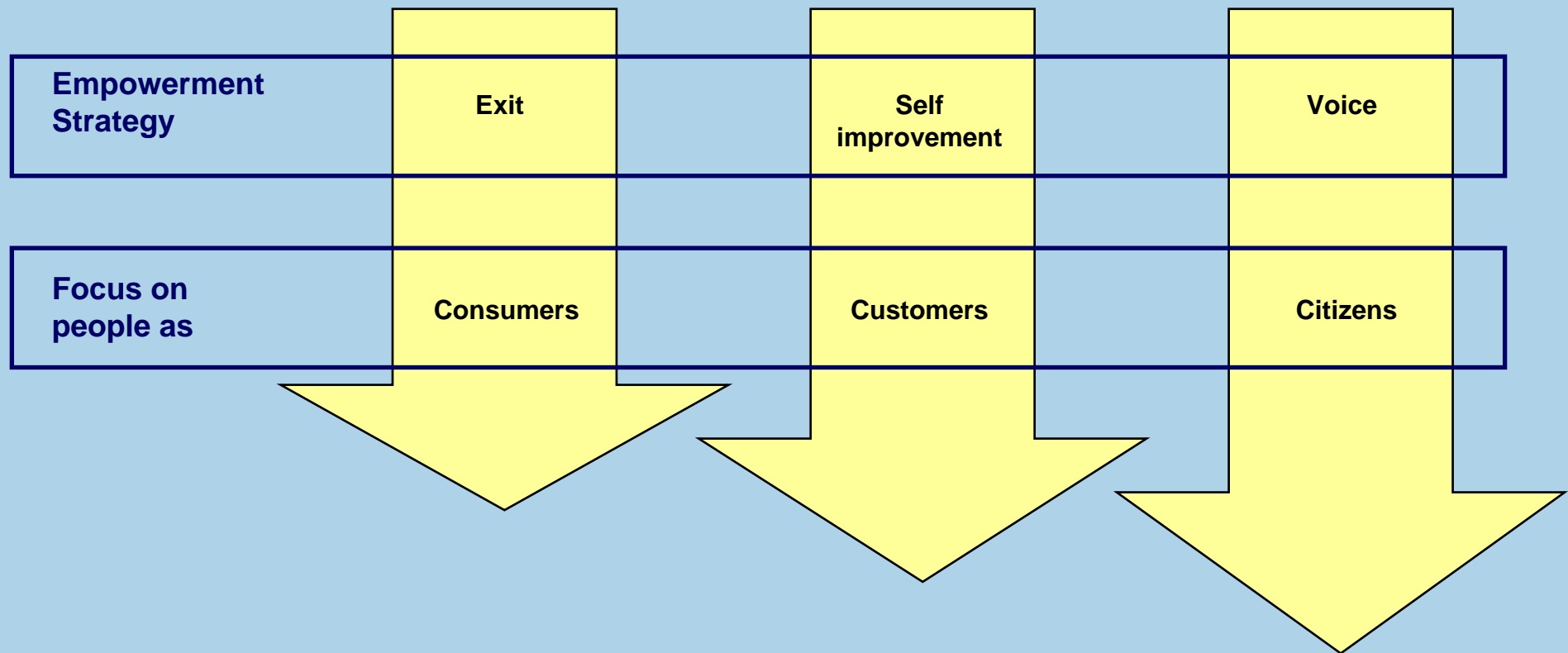
- Diagnosis: unresponsive public service bureaucracies
- Three prescriptions:
 - Extend markets – introduce competition
 - Extend democracy – strengthen the voice of communities
 - Enhance management competence – develop a customer-first orientation

Public service reform strategies

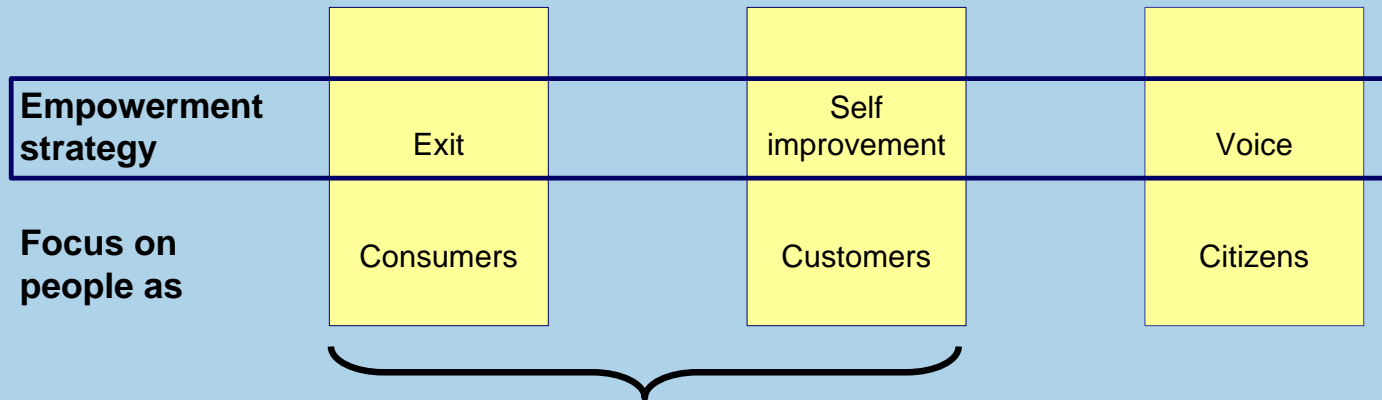


Public service reform: the meaning of empowerment

- How are people valued and treated?



The new city management



Option 1 **New public management**

- Borrowing from the private sector

Option 2 **New city management**

- Marrying modern public management with the politics of place

PART 3

Getting to grips with locality leadership

Redefining the nature of local leadership

- From hierarchical management of the city bureaucracy
- To working with partners to achieve common goals
- Leaders need to see themselves not as having 'power over' events but as having 'power to' influence events

Indicators of good political leadership

- Articulating a clear vision for the area
- Promoting the qualities of the area
- Winning resources
- Developing partnerships
- Addressing complex social issues
- Maintaining support and cohesion

Key tasks for locality leaders

- What is the vision for your locality?
- What principles are needed to guide local decisions in order to achieve your vision?
- How do you integrate leadership and management in your local authority?
- How do you develop appropriate partnerships with other stakeholders?
- How do you maintain legitimacy and support for your leadership?

Dispersed leadership in the modern city

- Elected leader(s) e.g. mayors
- Elected councillors
- Appointed officials e.g. city managers
- Other governmental agencies
- Business leaders
- Civic leaders e.g. non-profits
- Religious leaders
- Community leaders
- High education leaders

Pointers from the literature on leadership

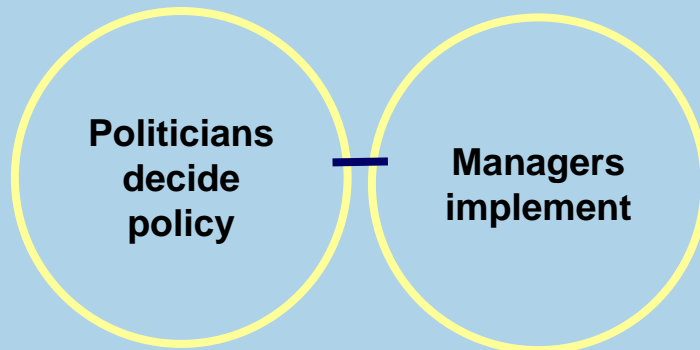
- Personal qualities matter e.g. vision, energy, inventiveness
- Context matters
- Transactional or transformational?
- Interplay between leadership and management

PART 4

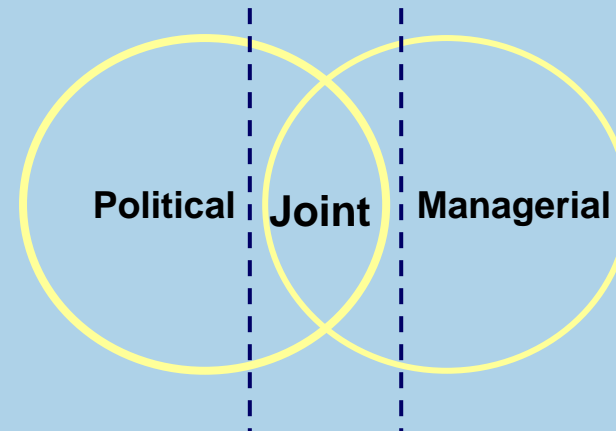
New leadership and innovative management

Joint local leadership

Assumed model



Realistic model



Source: Andrew Holder, AHA Consultancy UK (2006) in 'Inside Top Teams - A Practical Guide', Improvement and Development Agency (IDeA).

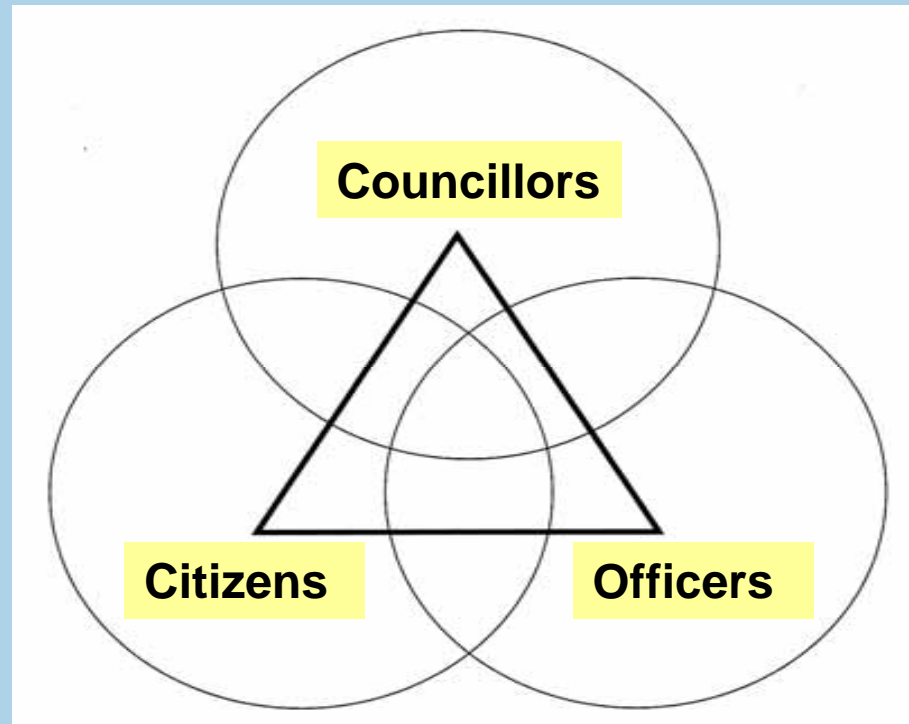
Leadership Capacities Framework :

Leadership Development Commission 2004

POLITICAL	JOINT	MANAGERIAL
1. Community Leadership To recognise the needs and values of the community and lead and enable responses to them		
2. Delivering Services To continually deliver and improve services as customers and users wish to see them		
3. Setting Direction, Priorities and Resources To set an inspiring and realistic agenda for the authority		
4. Partnership working To jointly work with others to deliver community outcomes by leading, supporting and enabling		
5. Organising and Changing To align and change the authority's working to deliver community and council outcomes		
6. Personal and Team Awareness: Skills, Experience and Mindset To continually extend one's own and one's team's capacities to learn and adapt		

Source: Andrew Holder, AHA Consultancy UK (2006) in 'Inside Top Teams - A Practical Guide', Improvement and Development Agency (IDeA).

Changing relationships between councillors, officers and citizens



- Opportunities for leadership arise on all three sides of the triangle

Leading change in local government

- The new guidance from the UK IDeA suggests three dimensions
 - Developing and delivering a vision and outcomes
 - Negotiating with interests and stakeholders
 - Enabling people to adapt emotionally, behaviorally and culturally

Using public service reform to achieve your vision

- What aspects of the three public service reform trajectories can help you achieve your vision
 - Use of markets and competition?
 - Use of management innovation?
 - Use of citizen empowerment?
- What mix of measures will suit your locality?

Leadership and emotions

- My definition of leadership:
'Shaping emotions and behaviour to achieve common goals'
- Leadership inevitably stimulates resistance
- Leadership involves listening
- Leadership is about more than listening

Thank you for your attention

- More information:

Hambleton R. and Gross J. S. (eds) (2007) (forthcoming)
**Governing Cities in a Global Era. Urban Innovation,
Competiton and Democratic Reform.** Basingstoke and
New York: Palgrave

www.urbananswers.co.uk

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Other useful sources

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Goleman D., Boyatzis R. and McKee A. (2003) *The New Leaders*. London: Time Warner

Hambleton R. (2003) 'The new city management' in Hambleton R., Savitch H.V. and Stewart M. (eds) *Globalism and local democracy*. Basingstoke: Palgrave

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Heifetz R.A. and Linsky M. (2002) *Leadership on the line*. Boston, Mass.: Harvard Business School Press

Hirschman A.O. (1970) *Exit, voice and loyalty*. Cambridge, Mass.: Harvard University Press

Stone C. (1989) *Regime politics: governing Atlanta 1946-1988*. Lawrence: University press of Kansas

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Websites

Urban Answers:

www.urbananswers.co.uk

Improvement and Development Agency for UK local government:

www.idea-knowledge.gov.uk

City Futures International Conference

College of Urban Planning and Public Affairs, UIC:

www.uic.edu/cuppa/cityfutures

Participation, Leadership and Urban Sustainability (PLUS)

A European project involving 18 cities in 9 countries:

www.plus-aura.org