

Combining State and Non-State Partnerships for Effective Place Leadership

RSA Network Event 2018 – Manchester (UK)

The Nature and Role of Civic-Community Leaders within and for City Leadership

An Anglo-Italian Comparison

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Agenda

- **PhD Overview**
 - **Research setting**
 - **Data collection**
 - **Participants**
- **Aim of the paper**
- **Some considerations & Preliminary findings**
- **Discussion**

PhD Overview: City Leadership in European Cities

➤ Place-based leadership perspective

- Mutual influence of **place** and leadership
- Leadership exercised by **formal and informal** leaders belonging to private and public sectors
- Leadership embedded in the **social relations** and **interactions** created among leaders

(e.g. Beer et al., 2018, Collinge et al. 2010; Hambleton, 2015; Sotarauta et al., 2017; Budd et al., 2017)

➤ Collective nature and relational dimension of leadership (Ospina, 2016)

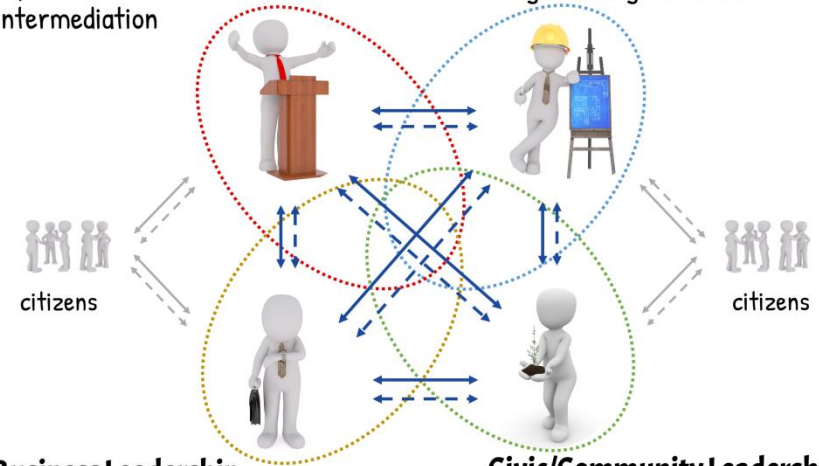
➤ The City Leadership Network (CLN)

Political Leadership

The function of political representation and democratic intermediation

Managerial Leadership

The function of public service design, management and delivery



Business Leadership

The function of private service design, management and delivery
> private value creation

Civic/Community Leadership

The function of active citizenship aimed at co-creating public and social value

Drawing upon two frameworks: The New Civic Leadership Framework (Hambleton) and the City Leadership Framework (Budd & Sancino).

PhD Overview: Research Setting

- Comparative Research Project of **2 medium-sized cities** (around 200.000 inhabitants)

Peterborough (UK)

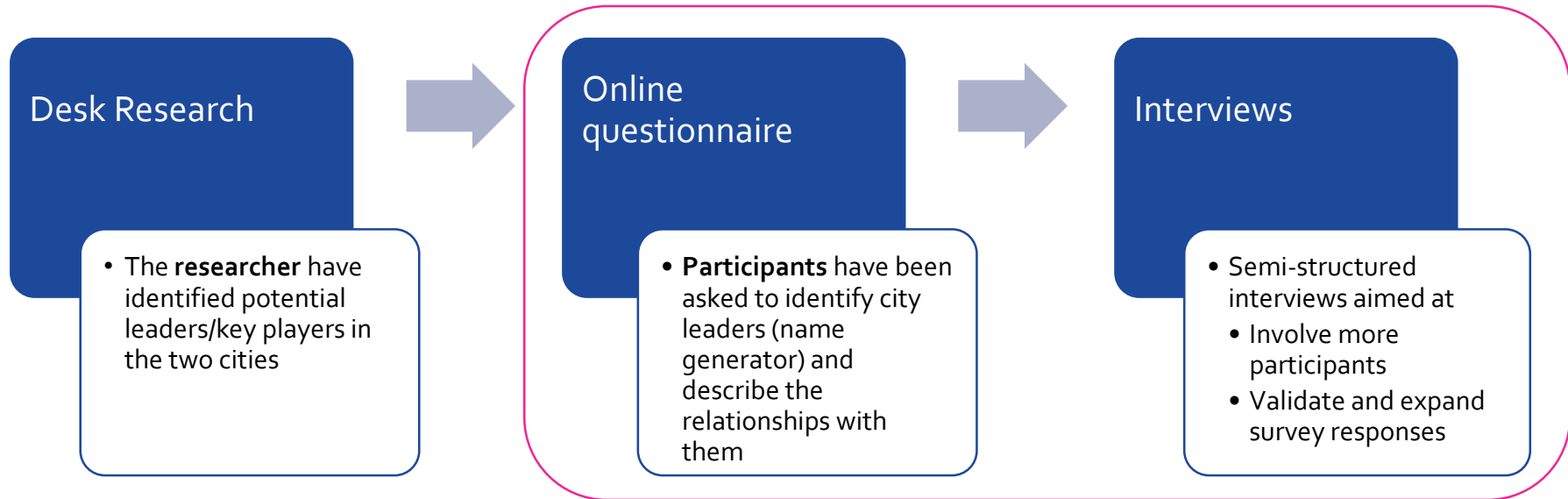


Padova (Italy)



PhD Overview: Data Collection

- Mixed methods research, mainly based on a Social Network Analysis
- Main data collection phase ended at the end of September 2018



PhD Overview: Participants

	<u>Peterborough</u>	<u>Padova</u>
Total (66)	29	37
Political Leaders	6	15
Managerial Leaders	7	8
Business Leaders	7	2
Community Leaders	9	11
How		
Questionnaire	10	22
Interview (F2F)	15	14
Interview (Phone)	2	//
Q+I	2	1

The Aim of the paper

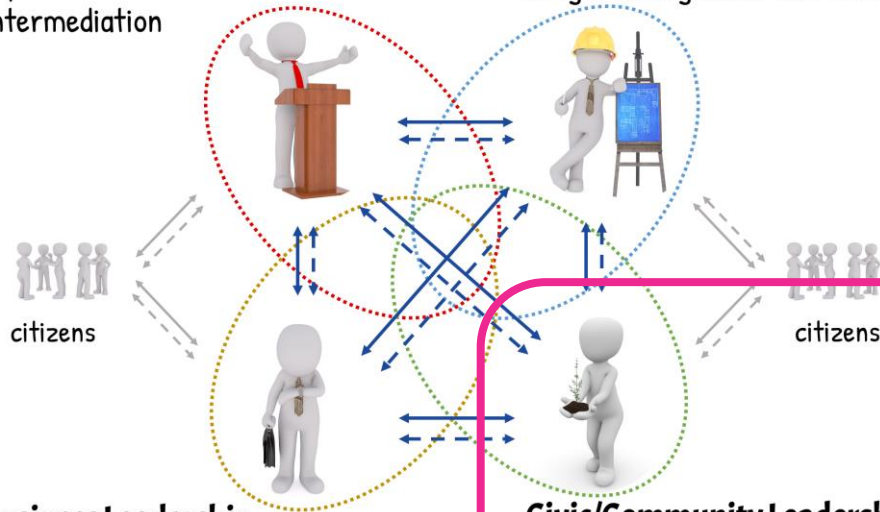
Aim of the paper: Focus on the CL Realm

Political Leadership

The function of political representation and democratic intermediation

Managerial Leadership

The function of public service design, management and delivery



Business Leadership

The function of private service design, management and delivery > private value creation

Civic/Community Leadership

The function of active citizenship aimed at co-creating public and social value

➤ Who are Civic-Community Leaders?

(identification > nature and role)

➤ Which relationships exist between them and other city leaders?

Drawing upon two frameworks: The New Civic Leadership Framework (Hambleton) and the City Leadership Framework (Budd & Sancino).

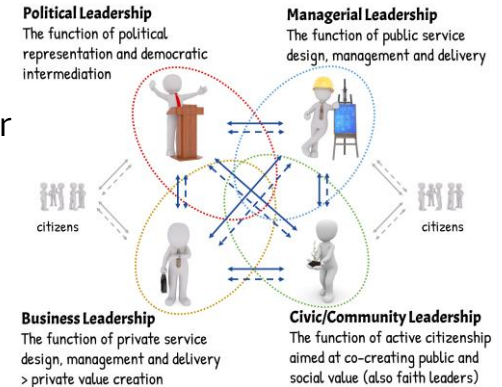
Consideration #1

The “open” debate on Religious/Faith Leadership

Consideration #1 - Religious/Faith Leaders



- **Central role** in both cities, one of the most cited Civic/Community Leaders
 - Peterborough > Religious/Faith Leaders, Mosque
 - Padova > Diocesi (transl. "Bishopric") – also an important Political Leader
- **Different ideas** of participants
 - Fifth quadrant
 - Included within the CL realm
 - It depends on the city/place considered



Drawing upon two frameworks: The New Civic Leadership Framework (Hambleton) and the City Leadership Framework (Budd & Sancino).

Consideration #2

The Two-level Perception of Civic/Community Leadership

Consideration#2 – The Two-level Perception of CL

- **General/high level** (in theory) > most of participants agreed on the existence, importance and positive influence of the CL realm (with various comments)
- **Specific/Narrow level** (in practice) > hard to identify Civic/Community Leaders

Peterborough

- Hundreds
- Very broad...
- Number of key players...
- Very diverse population here...
- So diverse, very diverse, very confusing picture
- Too many to cite some of them, difficult question
- Fragmented

Padova

- Three names? Three thousand!
- This is hard... a very complex machine
- There is a galaxy, a constellation ...
- Quite diverse...
- Nebula of so many different realities...
- There are so many...
- Great landscape...

Preliminary Findings

*Who are the most
important Civic/Community
leaders of the city, today?*

Preliminary Findings

Peterborough

- 101 entries > 73 names generated > once grouped per organization/group, around 50 names

Padova

- 123 entries > 75 names generated > once grouped per organization/group, around 60 names



Religious/Faith Leaders
(Bishopric in Padova)

PCVS/CVS

Members of the Council



Vivacity
(Cultural, Leisure and Art Organization)

Fondazione Cariparo
(Bank Foundation)

Legambiente (Environmental association)

(Cited by at least 5 participants)

Discussion

Discussion #1

- **Label and definition:** Civic, Community or Civic/Community Leadership? Still an open question
 - Different contexts, different labels and even a “good” label/definition may bring to different interpretations
- The role of **Religious / Faith Leaders** in place-based leadership
 - “It depends” but it needs to be highlighted in the label/definition
 - In my PhD project > within the CL
- Careful and deep **data analysis** still needs to be done
 - Identification of CL
 - Relationships among the four sub-realms of city leadership

Formal and informal leaders

"Who is giving you (meaning CL) the mandate to lead [and be the voice]?" (Pe_CL)

The "place" for CL: a narrow interest

"I think the problem here (CL) is that sometimes their place is much smaller, so they maybe are less interested in the overall future of the city and more interested in that particular bit of it." (Pe_BL)

[similar comment by another Pe_BL and two Pa_ML]



"Piled Higher and Deeper"
by Jorge Cham
www.phdcomics.com

THANK YOU!

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