Impact of urban and regional leadership in addressing global challenges
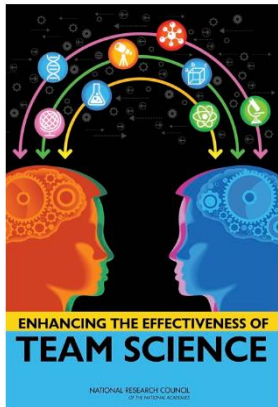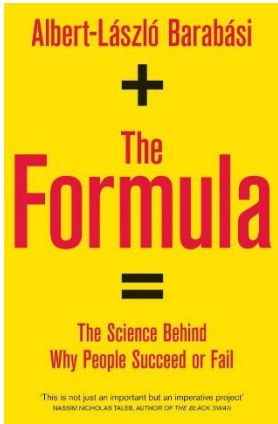
Dr. Fatime Barbara Hegyi

Network analysis

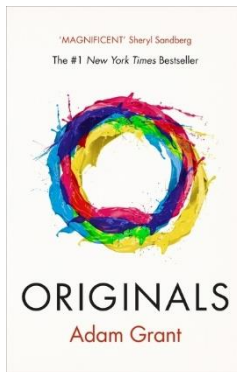*"Diversity creates the best mix for success, but for that mix to be potent, it needs a leader."*

"…the network paradigm has been applied to several organizational phenomena, such as strategic alliances, innovation, network governance, conflict, trust and also leadership"
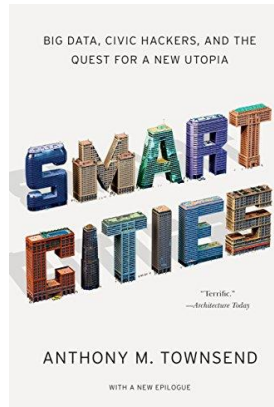
Albert-László Barabási

+

The Formula =

The Science Behind Why People Succeed or Fail

'This is not just an important but an imperative project'
NASSIM NICHOLAS TALEB, AUTHOR OF *THE BLACK SWAN*

NETWORK ORGANIZATION

A Governance Perspective on Structure, Dynamics and Performance

Anna Moretti

Behavioural economics

"Good leaders must create environments in which employees feel that making evidence-based decisions will always be rewarded, no matter what outcome occurs."

The Making of Behavioral Economics

MISBEHAVING

Richard H. Thaler
Best-selling coauthor of *Nudge*

BIG DATA, CIVIC HACKERS, AND THE QUEST FOR A NEW UTOPIA

SMART CITIES

"Terrific."
—*Architecture Today*

ANTHONY M. TOWNSEND

WITH A NEW EPILOGUE

Urban planning

"Get cities to get over this notion that 'this has to be about our city. You need to be a leader in cooperating with other cities."

O'REILLY®

The Art of Leadership
SMALL THINGS, DONE WELL

MICHAEL LOPP

START WITH WHY

HOW GREAT LEADERS INSPIRE EVERYONE TO TAKE ACTION

SIMON SINEK

MORE THAN ONE MILLION COPIES SOLD

"Those who truly lead are able to create a following of people who act not because they were swayed, but because they were inspired. For those who are inspired, the motivation to act is deeply personal."

Team science

"..the potential value of leadership in promoting team effectiveness"

ENHANCING THE EFFECTIVENESS OF TEAM SCIENCE

NATIONAL RESEARCH COUNCIL
OF THE NATIONAL ACADEMIES

"The problem is: you can't hack leadership."

Self-development books

'MAGNIFICENT' Sheryl Sandberg
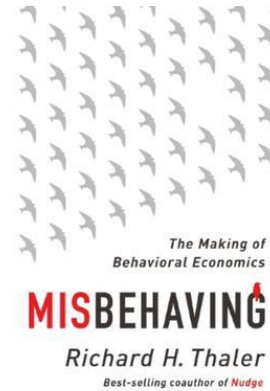The #1 *New York Times* Bestseller

ORIGINALS
Adam Grant

"…our sense of commitment and control depends more on our direct leader than on anyone else
When we have a supportive boss, our bond with the organization strengthens and we feel a greater span of influence."
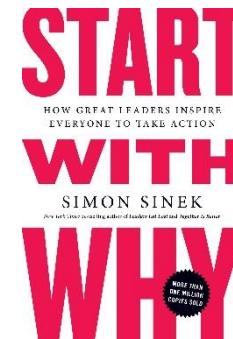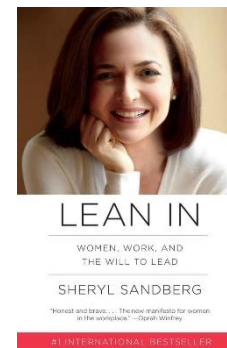
LEAN IN

WOMEN, WORK, AND THE WILL TO LEAD

SHERYL SANDBERG

"Honest and brave. . . . The new manifesto for women in the workplace"—*Oprah Winfrey*

#1 INTERNATIONAL BESTSELLER

"Leadership is about making others better as a result of your presence and making sure that impact lasts in your absence."

European Commission

The first follower is actually an underestimated form of leadership in itself. ... The first follower is what transforms a lone nut into a leader.

-Derek Sivers

aMauthor

As we look ahead into the next century, leaders will be those who empower others.
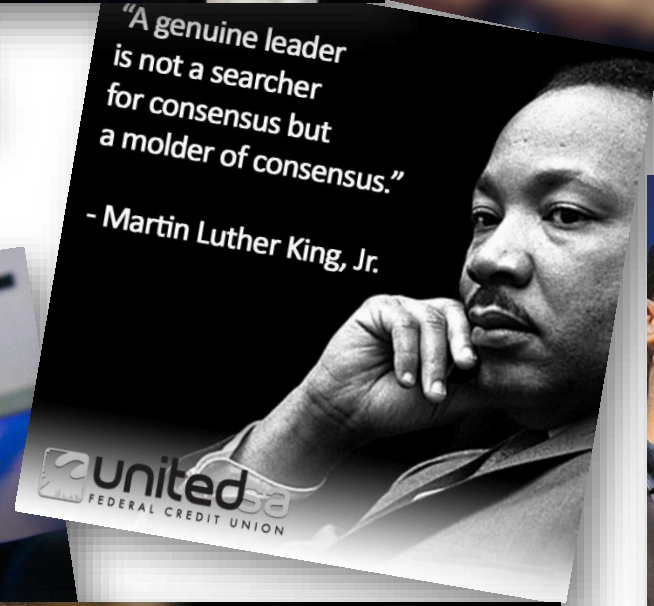
- Bill Gates

I think that leadership more than anything is about setting a course and describing a vision for people.

Barack Obama

"A genuine leader is not a searcher for consensus but a molder of consensus."

- Martin Luther King, Jr.

united sa
FEDERAL CREDIT UNION

In the future, there will be no female leaders. There will just be leaders.

— Sheryl Sandberg —

AZ QUOTES

LEADERSHIP REQUIRES TWO THINGS, A VISION OF THE WORLD THAT DOES NOT YET EXIST AND THE ABILITY TO COMMUNICATE IT

SIMON SINEK

www.quotespirational.com

Everyone and everything needs to change.

But the bigger your platform, the bigger your responsibility.

The bigger your carbon footprint, the bigger your moral duty.

To make the changes required we need role models and leaders.
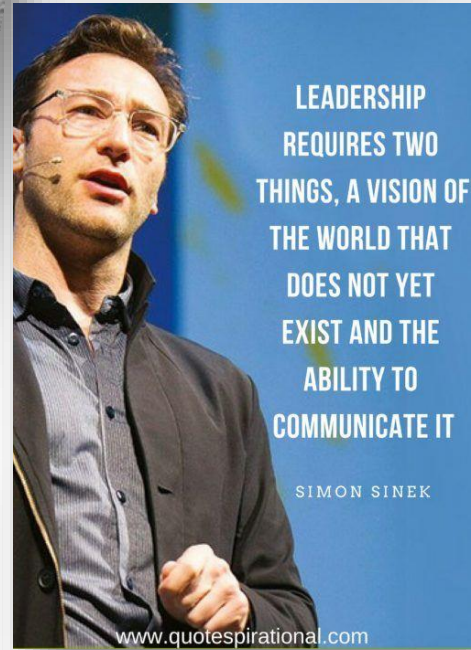
People like you.

- Greta Thunberg

MAGAZINE.com

European Commission

GLOBAL CHALLENGES & LEADERSHIP

Scale of response requires the reinvention of conventions; including decision-making

      ☐   *effective leadership contributing to success*

      ☐   *challenges of leadership*

      ☐   *analysis of context and impact of leadership*

Meeting demands of stakeholders - meeting demands of the future: safe and resilient cities (& regions) offering liveable and healthy environment that is built together with citizens

Smart Specialisation 2020 survey
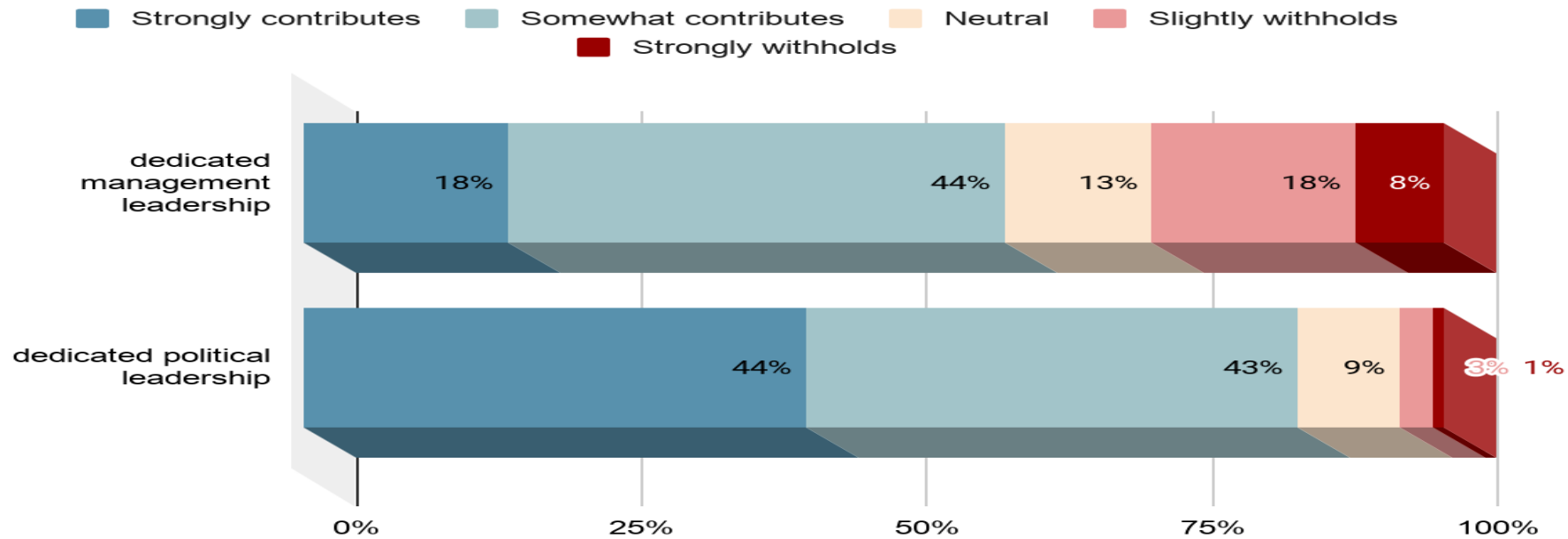

Countries covered in the S3 2020 survey

- 1
- 2
- 3
- 4
- 5+

Total n. of responses	79
EU13	33%
Regional admin.	89%
National admin.	11%
More developed regions	48%
Transition regions	9%
Less developed regions	32%

SMART SPECIALISATION 2020 SURVEY

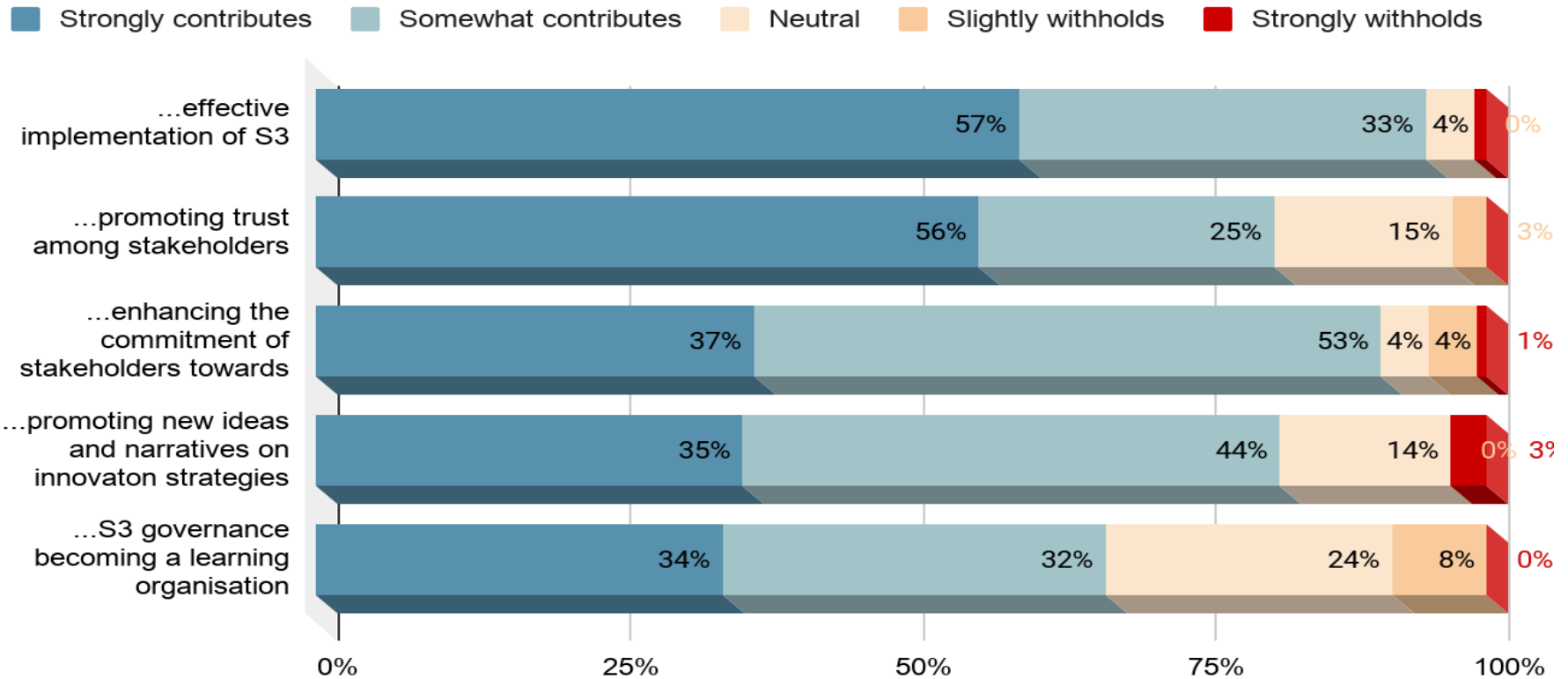## S3 process' reliance on dedicated political and management leadership

Legend: Strongly contributes | Somewhat contributes | Neutral | Slightly withholds | Strongly withholds

dedicated management leadership: 18% | 44% | 13% | 18% | 8%

dedicated political leadership: 44% | 43% | 9% | 3% | 1%

European Commission

(c)SasinParaksa [Adobe Stock]

Smart Specialisation 2020 survey –
Role of leadership in:

Legend: Strongly contributes | Somewhat contributes | Neutral | Slightly withholds | Strongly withholds

	Strongly contributes	Somewhat contributes	Neutral	Slightly withholds	Strongly withholds
...effective implementation of S3	57%	33%	4%	0%	
...promoting trust among stakeholders	56%	25%	15%	3%	
...enhancing the commitment of stakeholders towards	37%	53%	4%	4%	1%
...promoting new ideas and narratives on innovaton strategies	35%	44%	14%	0%	3%
...S3 governance becoming a learning organisation	34%	32%	24%	8%	0%

Source: Hegyi et al, 2021 and Hegyi and Prota, 2021

(c)SasinParaksa [Adobe Stock]

Smart Specialisation 2020 survey

Stakeholder groups contributing with leadership to the S3 process?

- S3 responsible body, 80%
- Intermediary org. (e.g. clusters), 68%
- Regional government & admin., 58%
- National government and administration, 43%
- Higher education inst., 37%
- Local government & admin., 33%
- Big & transnational companies, 35%
- Research & technology org., 28%
- Local & SME companies, 19%
- Civil society, 9%
- Vocational ed., 4%

Legend:
- Vocational ed.
- Civil society
- Local & SME companies
- Research & technology org.
- Local government & admin.
- Big & transnational companies
- Higher education inst.
- National government and administration
- Regional government & admin.
- Intermediary org. (e.g. clusters)
- S3 responsible body

Source: Hegyi et al, 2021 and Hegyi and Prota, 2021

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THE LEADERSHIP ASSESSMENT FRAMEWORK

Stages of (loss) of motivation can be translated into stages of attitudes within organisations;

- ❏ *idealism,*
- ❏ *realism,*
- ❏ *stagnation,*
- ❏ *frustration and*
- ❏ *apathy*
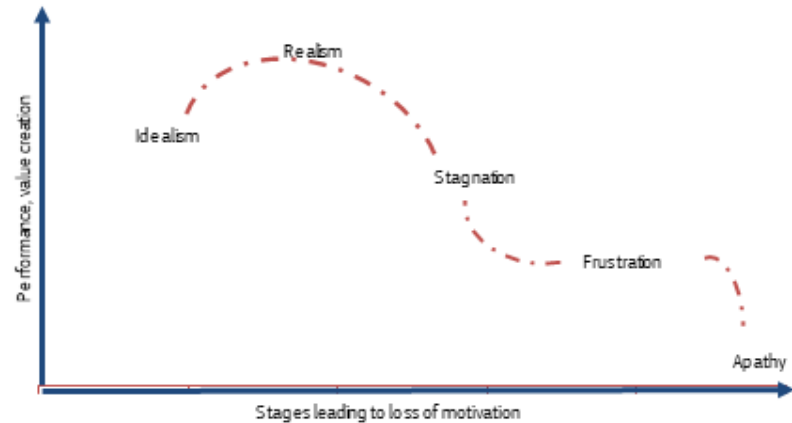
Source: Hegyi et al, 2020

--> all requiring diverse response from leadership

Attitude determines how team members relate to work community, to leadership, to team, the organisational culture, the quality of work, meeting deadlines … up to the affecting the 'brand' (external communication)

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THE LEADERSHIP ASSESSMENT FRAMEWORK

Attitude towards team

Acceptance, trust, shared values, cynicism, individual opportunities, conflict management

Attitude towards partnership

Vision, organisational culture, structure, ethical behaviour, reliability, error management, change management

Attitude towards leadership

Planning, involvement, delegation, control, feedback, recognition, leadership communication, decision

Attitude towards own responsibilities

Work intensity, overload, goals, value conflicts, flexibility, responsibility, feeling of usefulness.

❑ Results comparing attitudes of leading and participating individuals along 4 areas & 40 dimensions of the collaboration to explore potential for more effective operations

❑ Attitude states are placed on a forced ranking scale, based on which each attitude receives a value. When ranking attitudes, each state gets a different weight, resulting in an index value

Source: Hegyi et al, 2020

(c)SasinParaksa [Adobe Stock]

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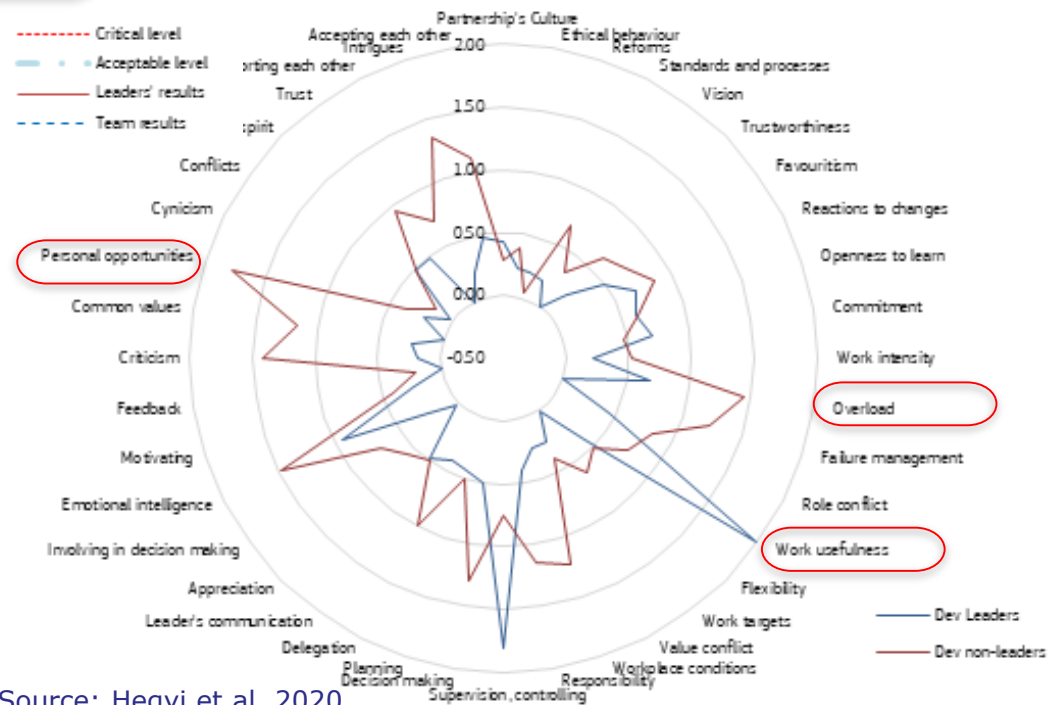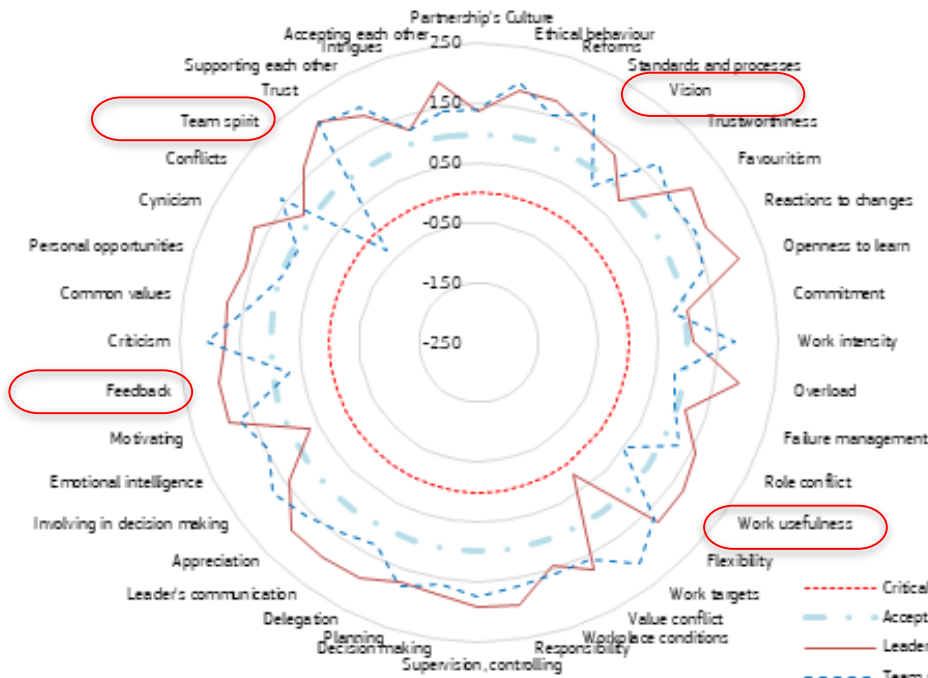# THE LEADERSHIP ASSESSMENT FRAMEWORK

Source: Hegyi et al, 2020
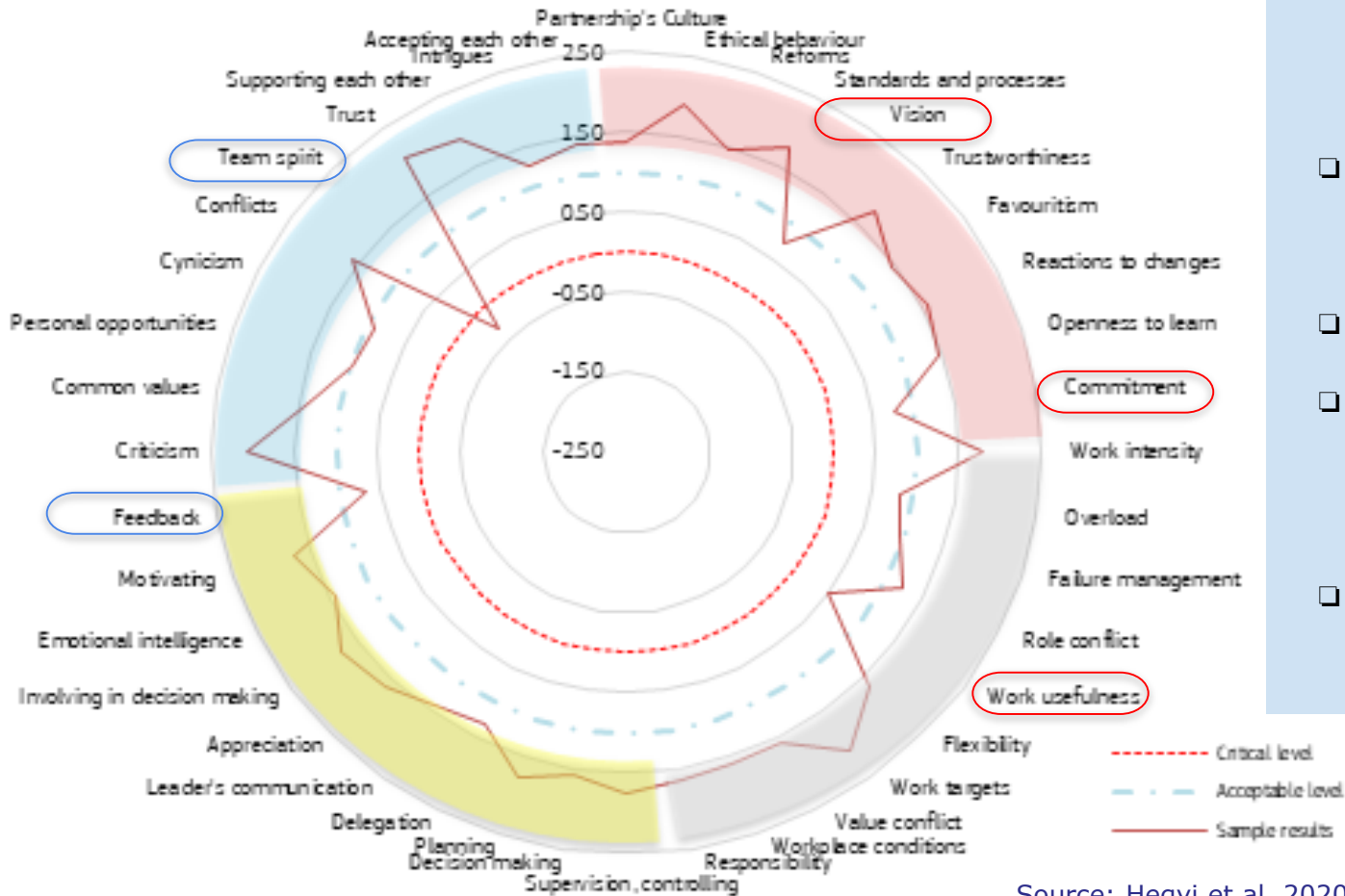
❏ 2+: outstanding attitude with realistic and idealistic responses dominating (rational work, team play and commitment to achievement)

❏ *1+*: area works properly with idealistic and realistic attitude status (individualism, less team play)

❏ *0.5 - 1:* stagnation (problems of motivation)

❏ *0 - 0.5*: require development, attitudes of frustration (continuous tension, fear of loss of performance, and anxiety)

❏ *< 0,* critical area, status of apathy (loss of faith, disappointment and cynicism)

(c)SasinParaksa [Adobe Stock]

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THE LEADERSHIP ASSESSMENT FRAMEWORK

❑ Attitudes of the leader and the team can be compared
❑ Also valid for comparison between teams
❑ Through standard deviation the extremity of answers / perception of specific areas can be depicted. Standard deviation can be compared across teams or across leaders versus non-leaders

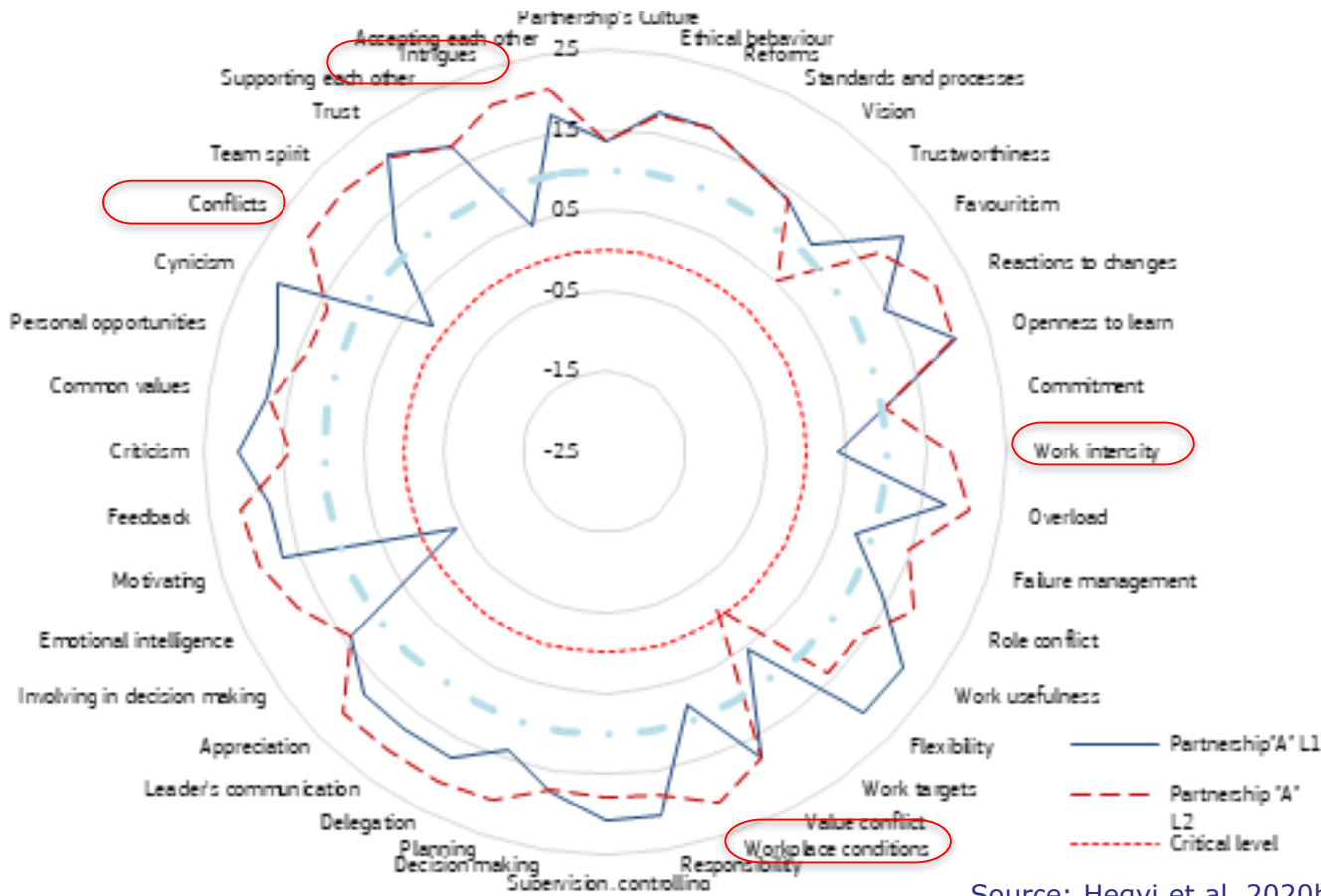Source: Hegyi et al, 2020

THE LEADERSHIP ASSESSMENT FRAMEWORK
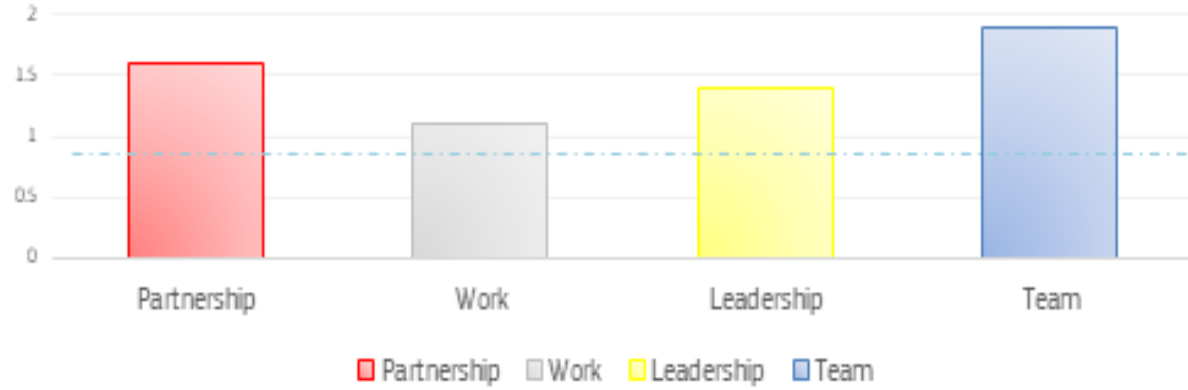
❑ At team level, indicating areas that need urgent development & where there are challenges within the team, but its development is not an urgency at the time of the assessment

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Source: Hegyi et al, 2020

THE LEADERSHIP ASSESSMENT FRAMEWORK - EVIDENCE

Source: Hegyi et al, 2020b
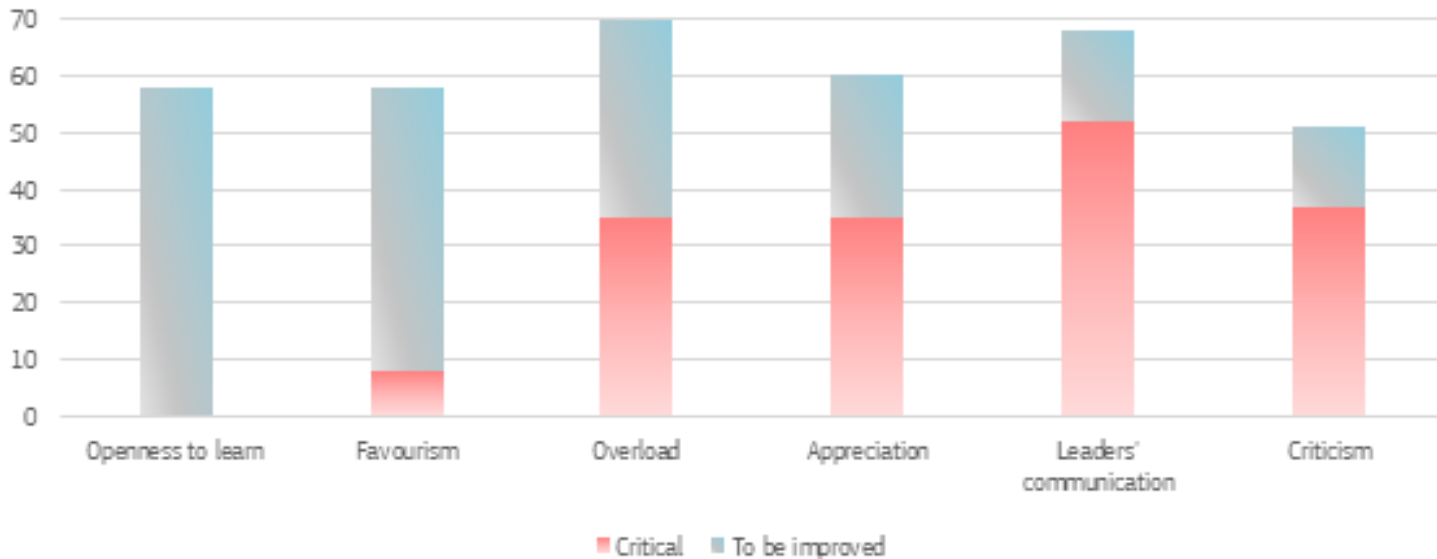
Comparing results of leaders - are significant differences of perceptions regarding various dimensions. Great difference related to:

❑ work intensity and workplace conditions -> presence of conflicts
❑ emotional intelligence and intrigues may predict a perceived presence of a continuous mental attack

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THE LEADERSHIP ASSESSMENT FRAMEWORK
- EVIDENCE

Leaders professionally cover the lack of organizational goals and, despite their internal insecurity, are able to lead their team projecting security
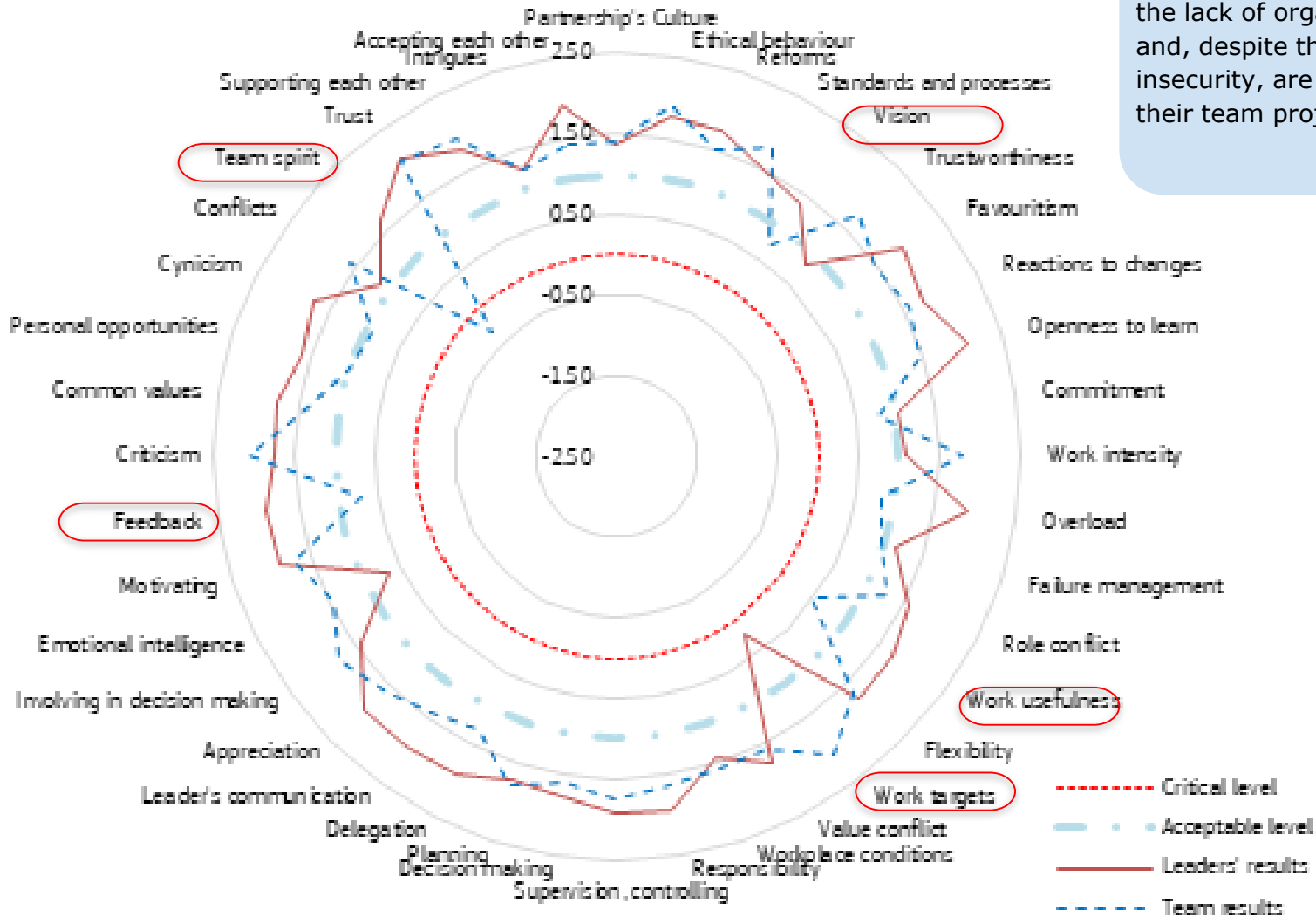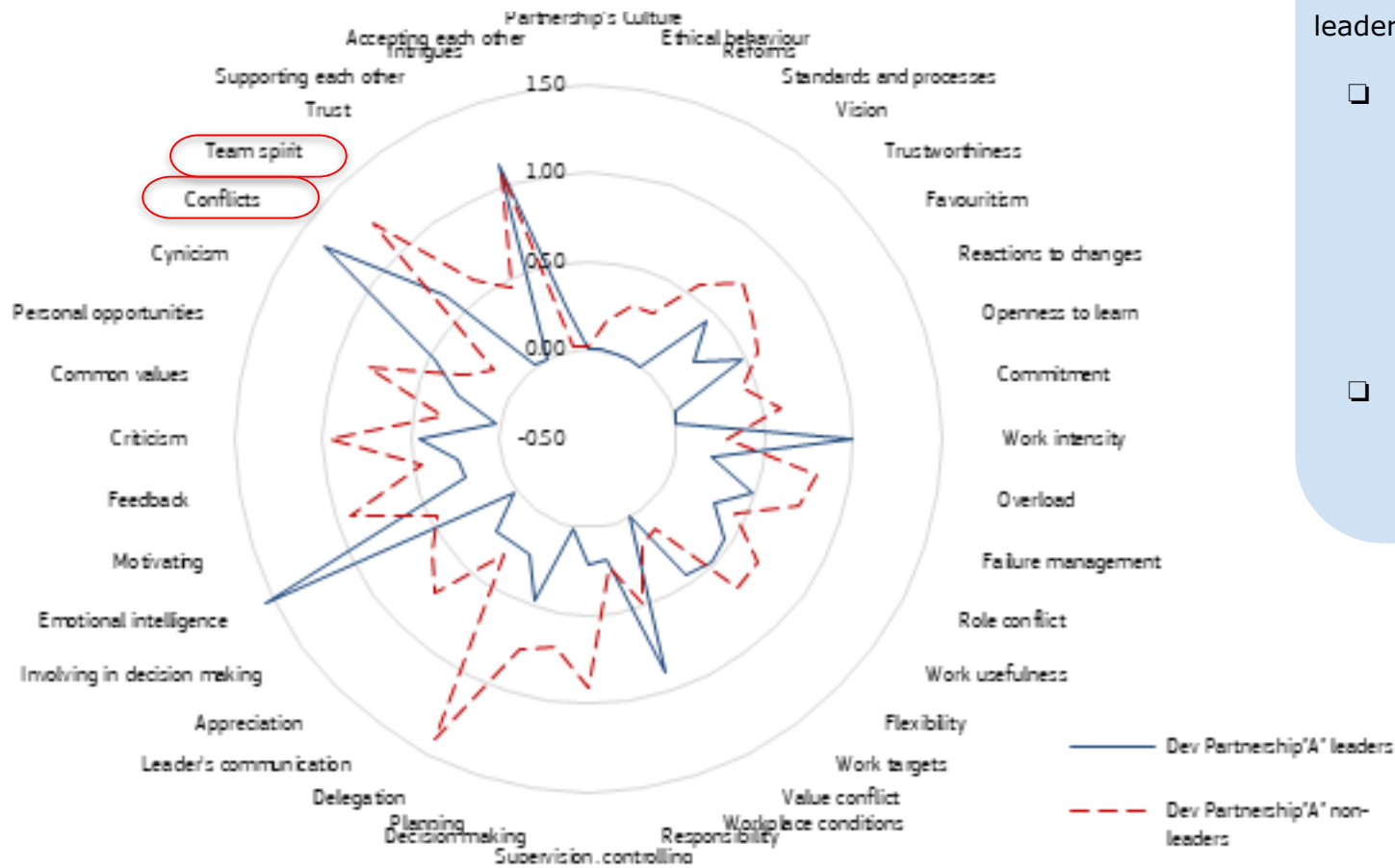

Source: Hegyi et al, 2020b

(c)SasinParaksa [Adobe Stock]

THE LEADERSHIP ASSESSMENT FRAMEWORK
- EVIDENCE

Source: Hegyi et al, 2020b

Standard deviation of leadership and team results:

❏ Perceptual similarities between leaders create consistency across the whole team. Or on the contrary limit or hinder consistency within the team, if there is a lack of perceptual similarity.

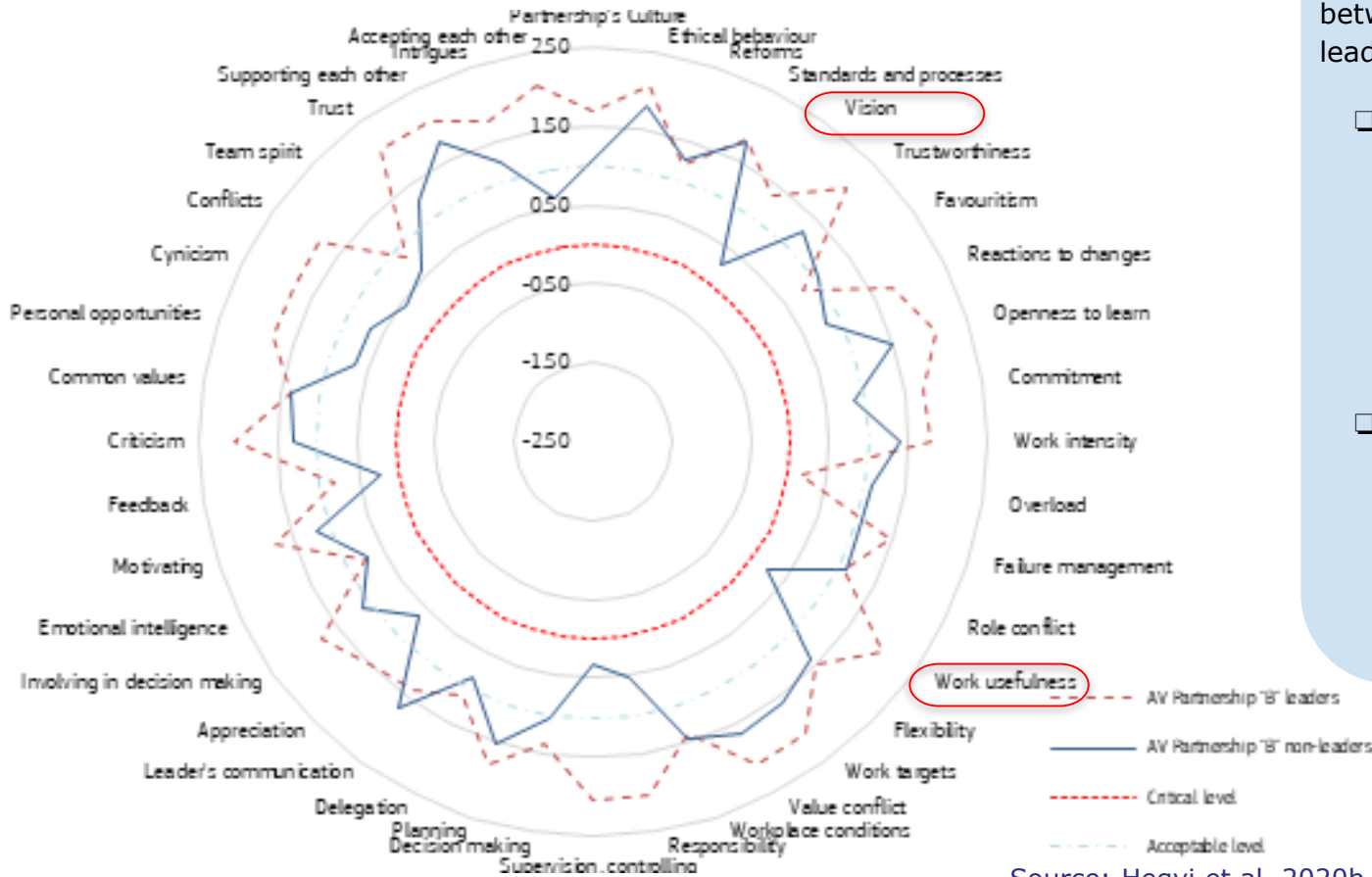❏ Conflicts perceived by leaders appear as lack of team spirit among non-leaders.

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THE LEADERSHIP ASSESSMENT FRAMEWORK - EVIDENCE

Source: Hegyi et al, 2020b

Insights can be gained from analysing the differences between perceptions of the leadership and the team:

❏ perception for the value of usefulness of work or the vision mean that leaders do not project the vision of the partnership towards the team that result in lack of usefulness of work

❏ If non-leaders perceive that their leader do not value their own work, then the leader projects lack of credibility, which in turn hurts authority

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APPLICABILITY OF THE LEADERSHIP ASSESSMENT FRAMEWORK

❏ Assessment framework has been adjusted to cross-border university led projects
❏ Cross-institutional urban projects addressing specific challenges (environment)

C4O CITIES

SUSTAINABLE AMSTERDAM

Horizon Europe
THE NEXT EU RESEARCH & INNOVATION PROGRAMME (2021–2027)

Climate Plan 2018-2030

BCN
CLIMATE PLAN

Interreg Europe
European Union | European Regional Development Fund

eit | European Institute of Innovation & Technology

The EIT is a body of the European Union

European Commission

What's next?

❑ Urban leadership impact on legitimacy – including the gender perspective (European Evaluation Society)
❑ Innovation districts and leadership
❑ Latin America: improved capacity for running innovation roadmaps at regional level
❑ Adjusted assessment to depict remote working conditions!

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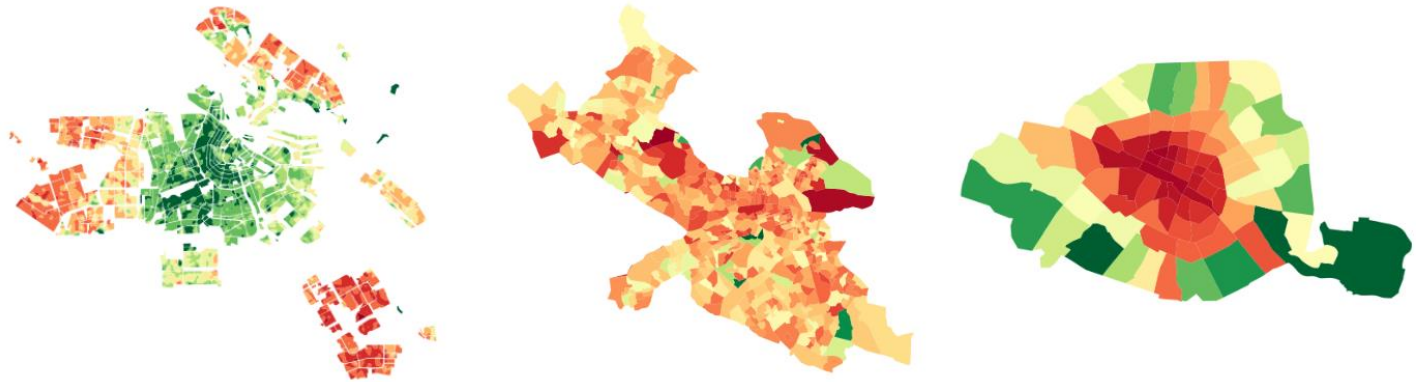
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Mariussen, A. and Fatime Barbara Hegyi (2019): How to create sustainable growth across Europe through transnational university - industry partnerships enabling new value chains. University Industry Innovation Network, Amsterdam.

Hegyi, Fatime Barbara and Prota, Francesco (Forthcoming 2021) Assessing Smart Specialisation: Monitoring and Evaluation Systems. Publications Office of the European Union, Luxembourg.

LET'S KEEP IN TOUCH!

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