

Presentation slides (with notes) discussed at the [Sunbelt Conference 2018](#), held in Utrecht (The Netherlands) from the 26th June to the 1st July 2018.

Organized session: "Urban Networks: Urban Policy and leadership" – 27th June 2018.

At the end of the document, it is possible to read the abstract submitted to the conference organizers.

This presentation discusses some elements of a wider PhD project on *City Leadership in European Cities*.

Sunbelt Conference 2018 – Utrecht (The Netherlands)

Which relationships among which city leaders?

A Social Network Analysis of City Leadership in Italy and UK

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Agenda



- **Theoretical Background**
- **Why a Social Network Analysis**
- **Data Collection**
- **Which city leaders?**
- **Which relationships?**
- **Discussion**

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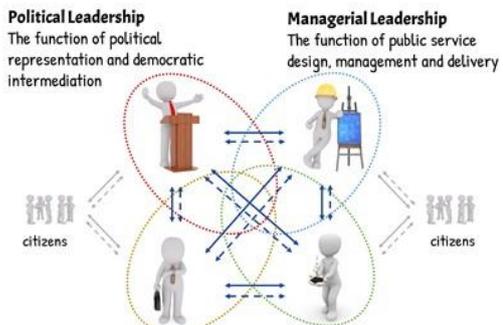
City Leadership, namely the leadership of and within cities, is studied here from a place-based leadership perspective (e.g. Beer et al., 2018; Budd et al., 2017; Collinge, Gibney, & Mabey, 2010; Hambleton, 2015; Sotarauta & Beer, 2017; Sotarauta, Beer, & Gibney, 2017) and a special attention is given to the collective nature and relational dimension of leadership (e.g. Ospina, 2016).

In particular, drawing upon previous studies on place-based leadership (Budd et al., 2017; Budd & Sancino, 2016; Hambleton & Howard, 2013), a City Leadership Network (CLN) has been identified, a network created among 4 categories of city leaders: political leaders, managerial leaders, business leaders and civic/community leaders.

Theoretical Background



- City Leadership, the leadership of and within 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. 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)** --->



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

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Why a Social Network Analysis



- **2 basic questions:**
 - Who are the leaders of the city?
Different people may have different opinions on who leads the city
 - Which relationships (among city leaders) are relevant for this research?
Infinite possible relationships can exist, be studied and analysed.
- **2 aims:**
 - Identify city leaders > define the boundaries of the City Leadership Network (snowballing) – level 1
 - Analyse the relationships created among the categories of city leaders – level 2

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Data Collection



- An on-going Comparative Research Project based on mixed methods
- 2 Medium-sized city under study: Peterborough (UK) and Padova (Italy)



Internet Research

- The researcher have identified potential leaders in the two cities

Survey

- Participants have been asked to identify city leaders (name generator) and describe the relationships with them

Interviews

- Semi-structured interview aimed at
 - Involve more participants
 - Validate and expand survey responses

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Which City Leaders? – Peterborough (UK)

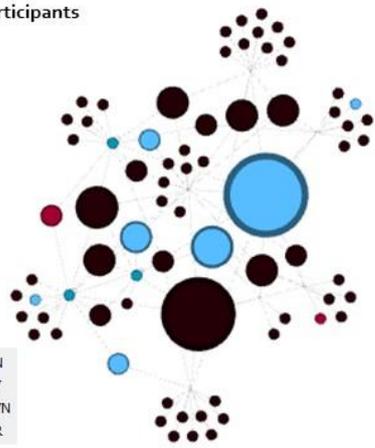


N. Participants (at the moment): 9+3

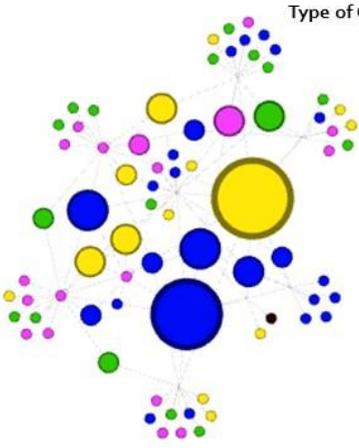
N. nodes: 84

Size: in-degree

Participants



Type of City Leaders



Legend for Participants:

- N (black): have not (yet) been involved
- Y (blue): participants
- Y/N (light blue): have participated but data have not been uploaded yet in the database
- R (red): refused to participate

Legend for Type of City Leaders:

- CL (pink): Civic/Community leaders
- PL (blue): Political leaders
- BL (green): Business leaders
- ML (yellow): Managerial leaders
- Null (black): not yet classified

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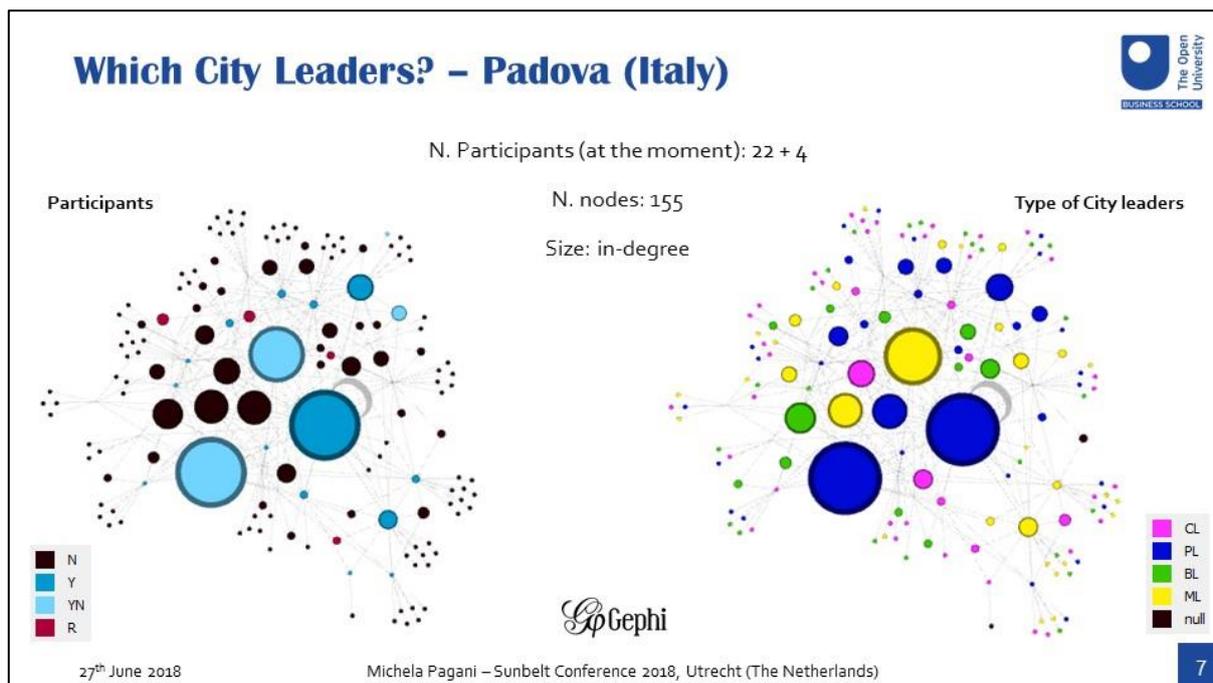
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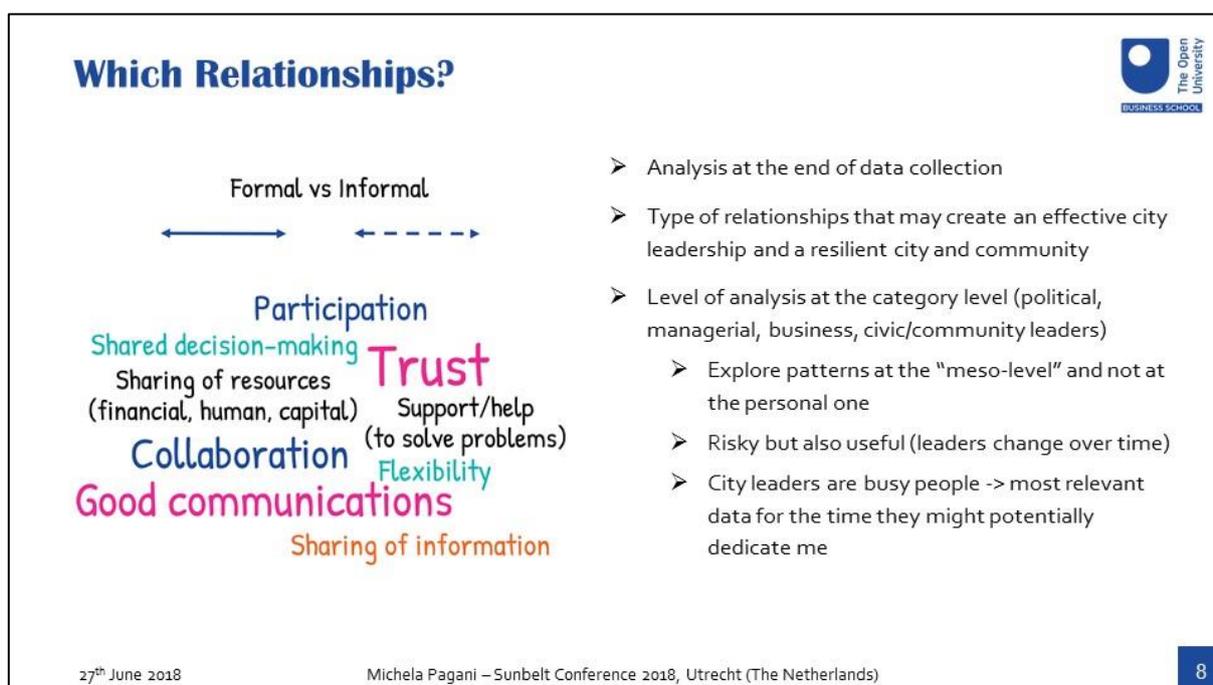
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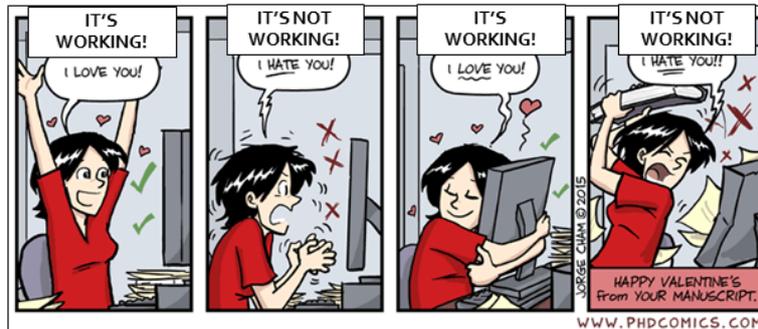
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Discussion

- Complexity of the leadership network/system
- On-going project
 - Still work to be done: Involve more participants, Focus group to discuss the results with city leaders, Careful data analysis (e.g. names vs roles vs organizations)...
 - Still time to make some improvements/amendments: Am I missing something? Key readings? Comments?



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

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THANK YOU!

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References

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Comic at the end of the presentation:

Cham, J. Happy Valentine. Retrieved from <http://phdcomics.com/comics/archive.php?comid=1780>

Abstract submitted to the Conference Organizers

Which relationships among which city leaders? A Social Network Analysis of City Leadership in Italy and UK.

It is now undisputed that cities are playing a central role in and for our society, at both the local and global scale. Indeed, with the rapid increase in urban population, cities are the main sites where economic, social and cultural transformations can be boosted but, at the same time, where wicked problems can be meet. This brought several scholars to pay a lot of attention on the factors and processes that may explain or influence the capabilities of cities to *adapt, survive to and grow in* this turbulent, complex and uncertain world context and there is now a general consensus on the importance and need of a multi-actor and multi-disciplinary approach to study, analyse and address the various issues and challenges that a city may meet. In this respect, place-based leadership has recently emerged as a new form of public leadership that focuses, particularly, on the mutual interdependence and influence of place and leadership, on the one hand, and on the relational and emergent nature of leadership, on the other hand. In fact, place-based leadership is characterised by and embedded in the relationships and interactions that are created among different formal and informal leaders (Hambleton & Howard, 2013; Sotarauta & Beer, 2017). Also, this relationships strongly influence the effectiveness of place-based leadership. Still, every place has its own leaders and to identify them and accordingly to analyse the relationships that they create among each other is not so straightforward.

The aim of this paper, that is part of a wider PhD project, is to investigate city leadership through a Social Network Analysis, in two ways.

First, it has been asked to city leaders to name who they consider the leaders of the city, distinguishing them according to the four types of city leaders that can be recognized in each place: political, managerial, business and civic-community. Indeed, city leadership can be exercised by individuals, groups, institutions or organizations that may belong to all kind of public and private sectors, and different people may have different perceptions on “who” are the leaders, especially in this time of general distrust and discontent of political and public leaders.

Second, it has been asked to city leaders to describe the relationships they have with these four categories of city leaders.

As a result, a city leadership network can be recognized and represented, a network of city leaders that is not formally established but that exists and influences the city and its community. In particular, the city leadership networks of two medium-sized cities, one in North Italy and one in UK, are explored, compared and contrasted.