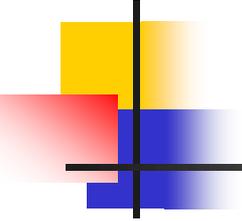


CREATIVE LEADERSHIP-
a roadmap for ideas to performance

BILBAO November 6 2014

Professor Jan Ole Vanebo



How can (should) cities respond to the strategic challenges and search for excellence?

I. Make use of an integrated creative leadership approach

III. Building institutional capacity for action

IV. Collective mobilisation

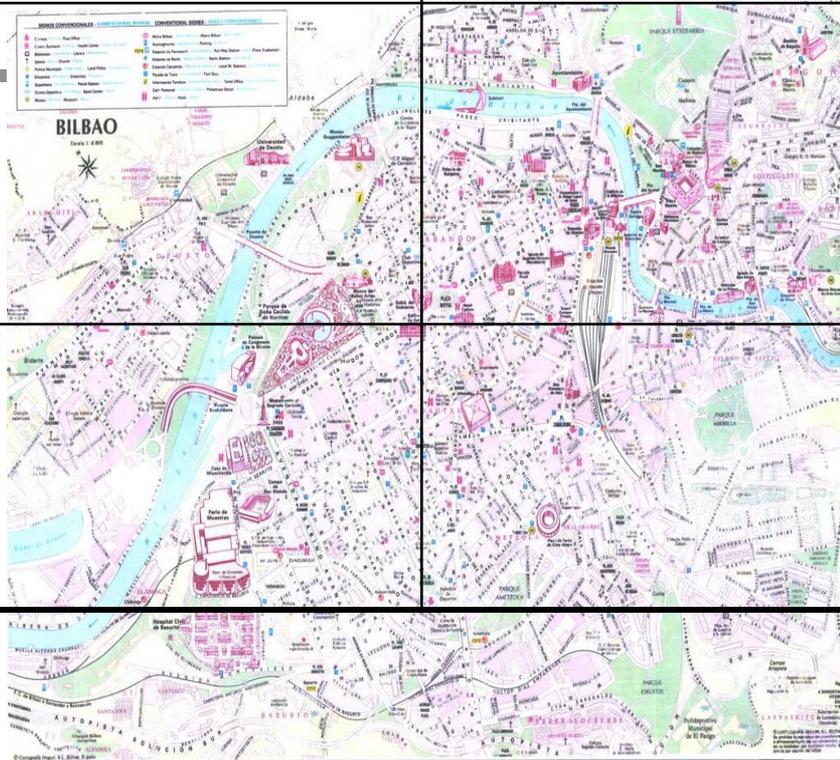
«Strategic management is about profiling and positioning among intelligent competitors»

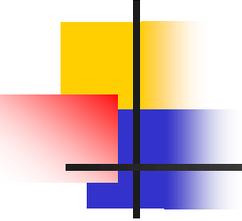
Strategic
position

Strategic
profile

BILBAO

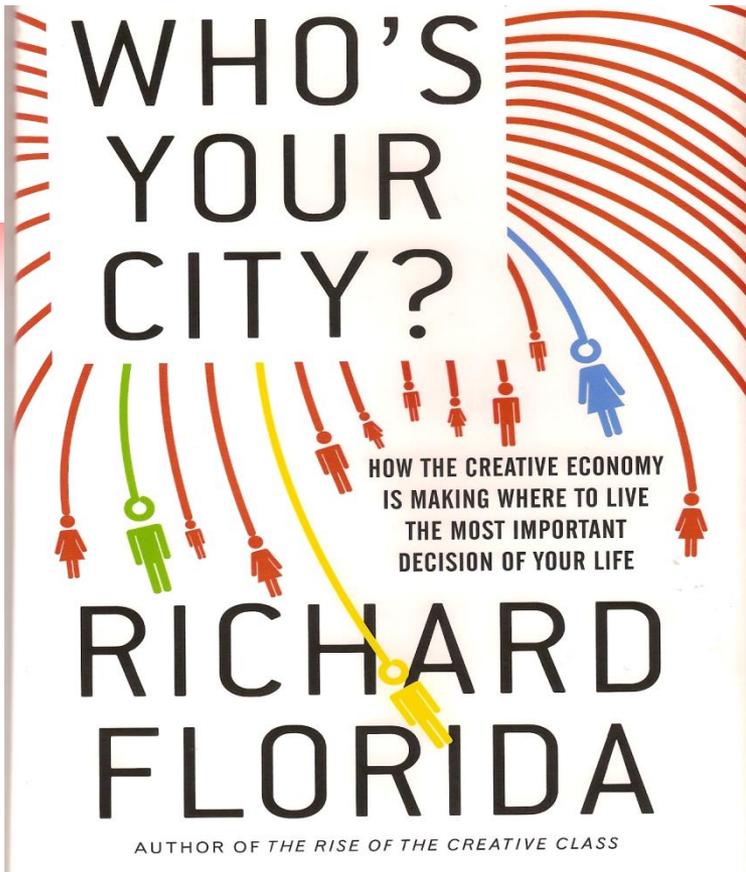
Intelligent competitors:
other cities of
reference in Spain and
Europe



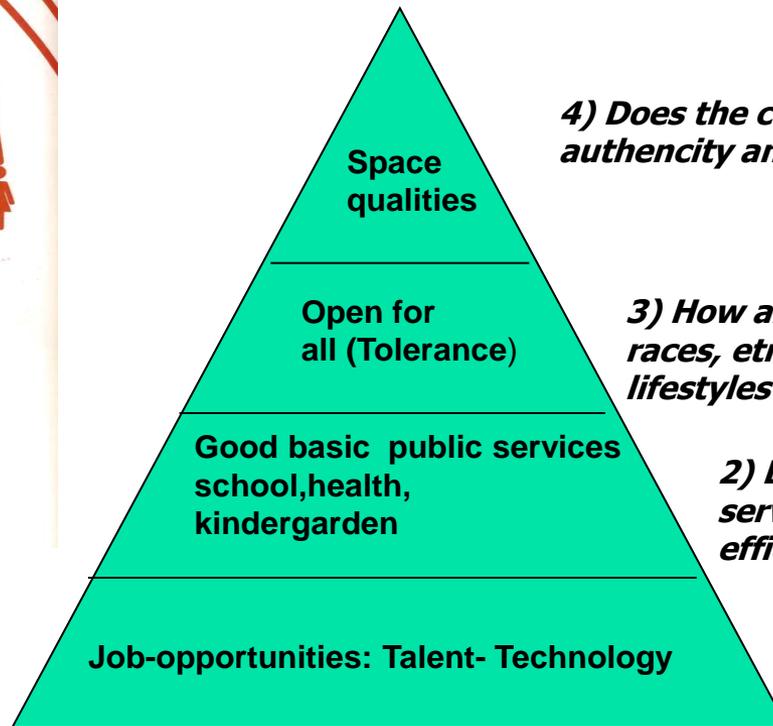


Creative leadership

- Strategic/analytical leadership
 - What does the city want to do and want to be?
- Innovative leadership
 - Create something new
- Political leadership (resources-support to move)
 - Institutional capacity and capital for action



Safe
Green
Smart



4) Does the city have physical beauty, authenticity and amenities?

3) How are people of different races, ethnicities, religions and lifestyles treated?

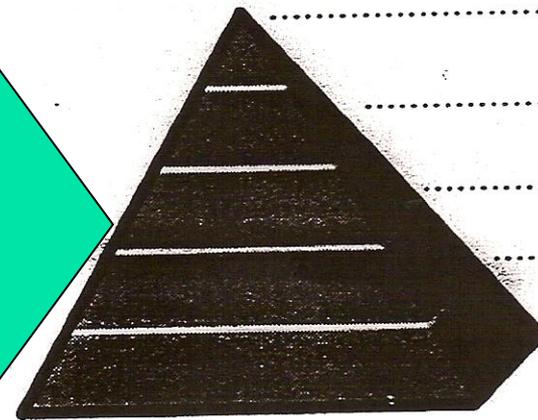
2) Does the city provide services with quality and efficiency?

1) DOES THE CITY HAVE NECESSARY AND SUFFICIENT OPPORTUNITIES

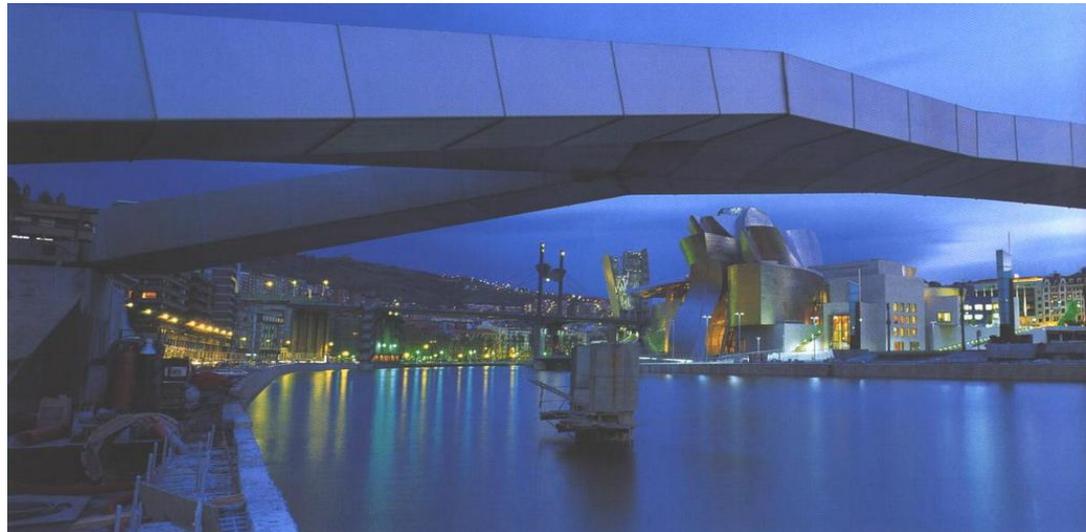
Florida: Who's Your City? (30000 resp)

FIGURE 16.1 THE PLACE PYRAMID

CREATIVE
(TRANSFORMATIVE)
LEADERSHIP



Aesthetics ←
Values ←
Leadership →
Basic Services ←
Opportunity ↔



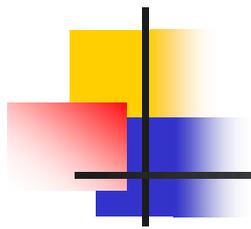
Bilbao: yesterday and today

CREATIVE LEADERSHIP is about
 TRANSFORMING PRESENT MISSION INTO A VISION
 (FUTURE MISSION) OF WHAT THE CITY WANT
TO BE AND WANT TO DO

Key questions

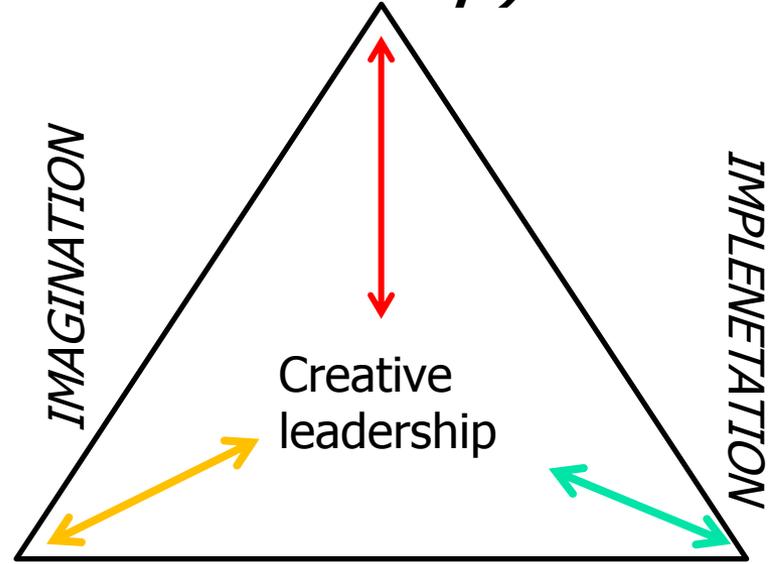
- Who are **we** (the Strategic unit)?
- What is our common Mission?
- What is our common Vision?
- What is our common Strategies?

| LEADERSHIP | |
|-----------------------|--|
| Politicos | Do political leaders inspire your trust and confidence? |
| Business | Are business leaders the type you admire and have confidence in? |
| Diversity | Is leadership diverse – by gender, race, age, ethnicity, sexual orientation and other factors? |
| Access and engagement | How open and inclusive is the decision-making process? |
| Subtotal | |



KNOW-WHAT
KNOW-WHY
KNOW-HOW
KNOW-WHO
KNOW-WHERE
KNOW-WHEN

Strategic, / analytic leadership) SWOT

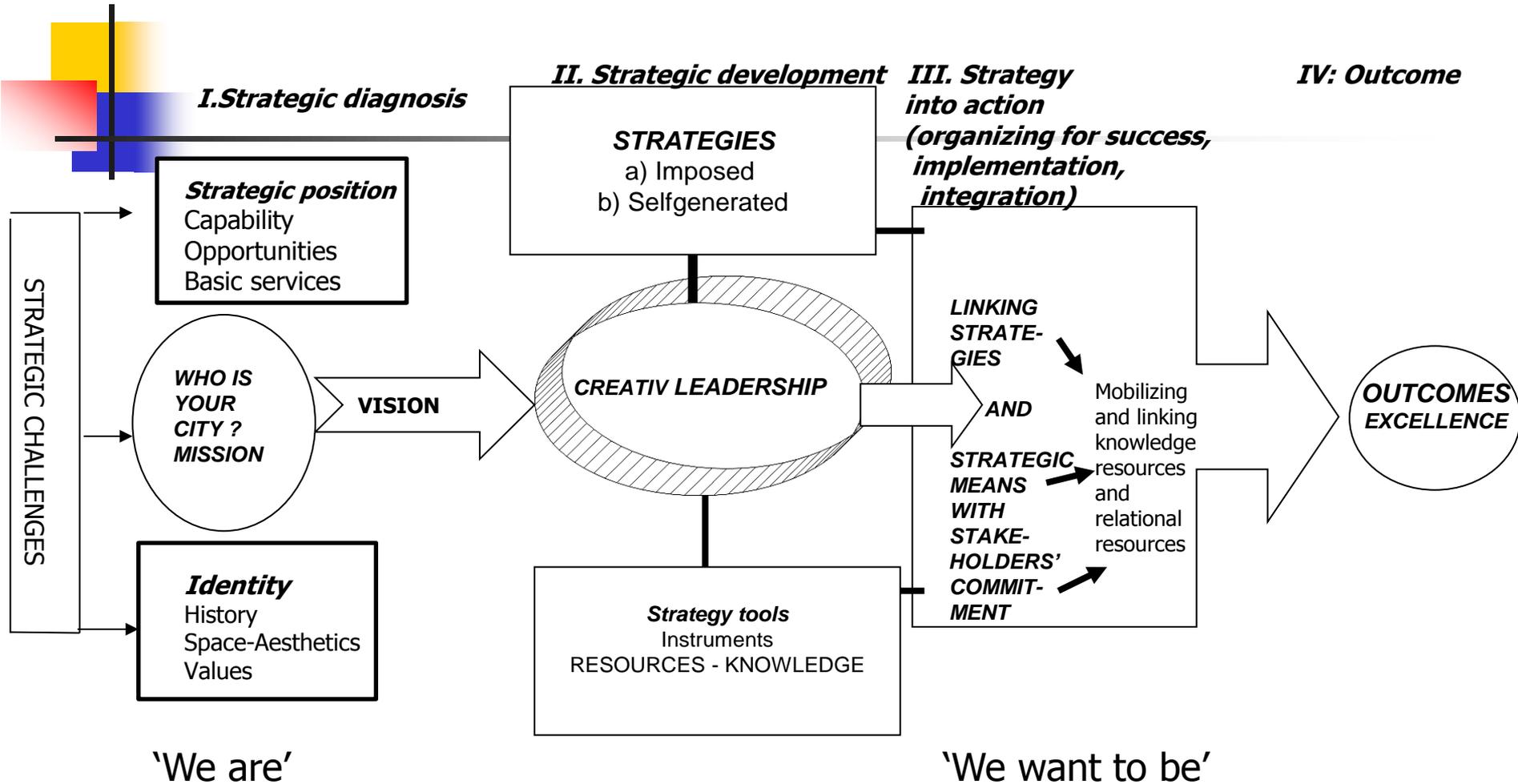


***Innovative leadership
(Ideas and knowledge)***

***Political leadership
(Power to do,
Resources, Energy)***

INTEGRATION

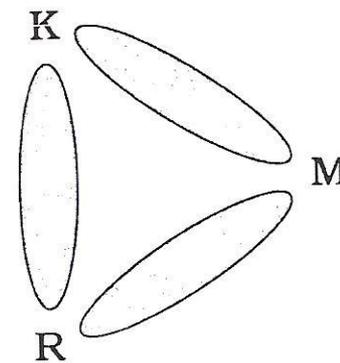
Model for CITY *EXCELLENCE* and Strategic change management



Institutional capital

[Figure
capital]

1: The dimensions



K = Knowledge resources
R = Relational resources
M = Mobilisation Capability

FIGURE 1. The dimensions of institutional capital.

Healey et al : three forms of capital deployed in interactive governance contexts: intellectual capital (knowledge resources), social capital ('the stock of trust among participants and the personal and professional relationships that are built up through face to face encounter) and political capital (the capacity to act collectively).

Institutional capacity

***Institutional capacity:
Webs of relations involved
in governance, which interlink
government organisations and
those in private sector and
voluntary organisations and those
who in any way get involved
in governance***

KNOW-WHO
KNOW-WHERE
KNOW-WHEN

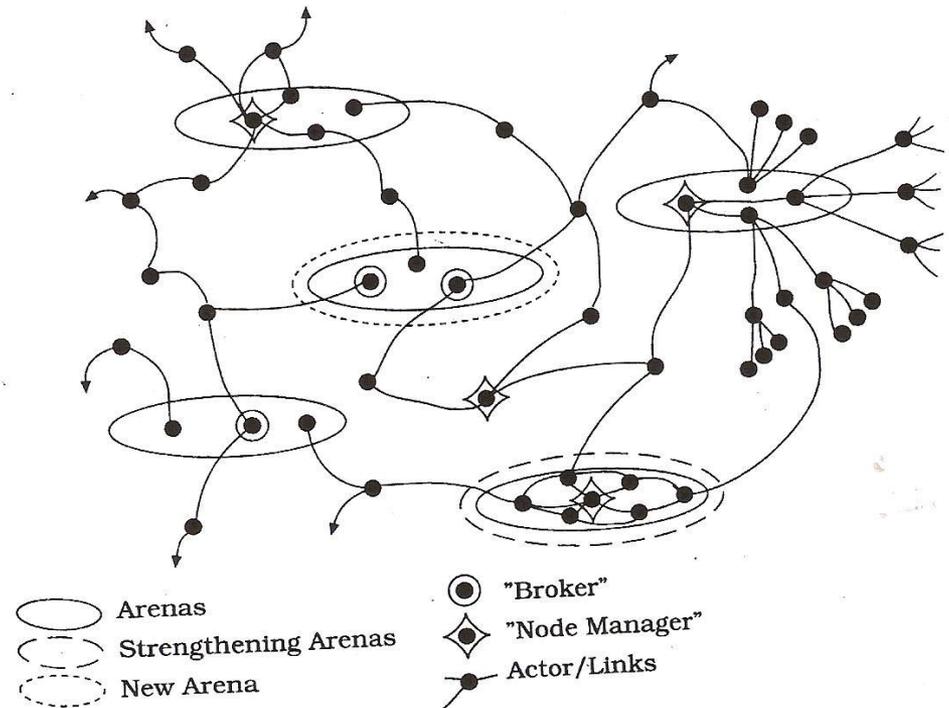


FIGURE 4. Webs of relations and governance arenas.

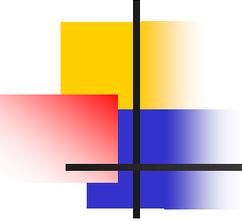
Drawing on these ideas, we are currently exploring the following four criteria to identify

STRATEGY INTO ACTION

STRATEGIES / PLANS (MEAN-ENDS-REATIONS)

COMITTMENT
AMONG THE
KEY
STAKE-
HOLDERS

| | NO | <i>YES</i> |
|-------------------|---|--|
| <i>NO</i> | <i>QUE SERA SERA (WHAT WILL BE WILL BE) DORIS DAY</i> | <i>PLANS WITHOUT MOTIVATION,ENERGY, RESOURCES AND POWER</i> |
| <i>YES</i> | <i>POTENTIAL FOR REALIZING A COMMON VISION/STRATEGY</i> | <i>A COMMON MANAGEDGEED FUTURE: POWER TO DO (DECISIONS AND ACCESS TO KNOWLEDGE AND RESOURCES</i> |



Conclusion

- Important to establish and manage a coherent strategic change process
- Creative leadership involves integrating strategic, political & innovative processes
- Excellent stories to be told illustrating the
- conclusion:
- Alex Heichlinger: Seven journeys and steps to success
- Andoni Aldekoa: Bilbao's Public Management innovation model
- Alexandra Kriegel: Change2-Program