



Local Leadership in the Global Knowledge Networks

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to go before or to show the way
to influence or to induce
to go head of or in advance of
to have the advantage over
to act as leader
to go through or pass
to act as guide



Why leadership?

- ✓ One of the strongest mobilizing forces are the coalitions of the key individuals of the respective regions (Sotarauta et al 2002)
- ✓ Different individuals can make different choices under similar constraints – leadership matters (Samuels 2003)
 - "Many commentators stress constraints, according to them necessity is the mother of invention. All choices are subject to constraints, but leaders stretch these constraints" (Samuels 2003)
 - How much, in what direction, with what tools, for what and with what consequences – these are critical questions
 - We gain analytical leverage when we understand the transformational consequences of choices by powerful individuals (Samuels 2003)
- ✓ Leadership in economic transformation is an important but understudied issue



What is shared leadership like?

- ✓ The question is about leadership in multiagent, multiobjective, multivision, etc. environment, where...
 - there are only few direct command and control relationships to lead the transformation process,
 - power and authority are shared and/or fragmented,
 - leaders lead some issues but often they are followers in some other, and some of the followers may in some other occasion or issue be leaders,
 - it may be that there are several leaders having different qualities, and at all events leadership is more or less interdependent and interactive process - no one can lead alone the transformation process of an entire region,
 - there may be different leaders with different qualities in different stages of transition



Institutional power

- ✓ Power to act and decide – direct power exercised by official actors
- ✓ Power to create institutions and formulate official strategies

Interpretive power

- ✓ Power to create and reshape interpretations - the one who is able to create the most credible **interpretation** of the moment gains influence (Nigel Thrift)
- ✓ Interpretive power is based largely on information and knowledge, and it affects development view that is a more or less detailed system of beliefs and values (Ilkka Niiniluoto)

Network power

- ✓ Using network power a leader leads by interaction processes, bringing actors together, removing obstacles hindering communication, orchestrating conflict, enabling information flow, building trust, linking different matters to each other, orienting people to their places and roles, inspiring, exciting, etc.

(Source Sotarauta 1999

More specifically about the nature of power, see e.g. Wrong 1997; Castells 1997; Flyvbjerg 1998)



Effective development policies
require shared leadership!

What is the right place for individuals in economic transformation of regions/locations, in the birth and development of innovation environments?

”Do individuals make history, or does history make individuals who make history?” (Samuels)