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- **Expertise** – where those in leadership roles are digitally-literate and have a sound understanding of the specific technologies and processes involved and how new digitally-integrated business models and markets are working at the local, national and international scale;
- **Social literacy** – leadership that has a good understanding of the implications and impacts that these new smart technologies and processes will have on the working lives, developmental opportunities and general well-being of local people;
- **Relational worldview** - rather than positional – this means leadership approaches and behaviours that are capable of stimulating, exploiting and disseminating learning - and that create a positive atmosphere that supports the creation and exchange of knowledge, especially knowledge which is more intuitive, tacit and emergent over time;
- **Long-range thinking** – thinking beyond the immediate project – a leadership approach that is concerned with securing and improving economic, social and environmental outcomes for local businesses and residents over the long term;
- **Light-touch** - in the context of diverse urban spaces, leadership that encourages ideas and innovation to bubble up from the grass-roots – and where priorities on smart projects are co-determined by the full range of local agencies and residents;
- **Ability to tap into and mobilise tacit knowledge** – a non-prejudicial approach to gathering knowledge which is embedded in very fluid and transient local networks, organisations of all types and from the everyday experiences of local residents;
- **Whole team and including approaches** - where leadership is conceived and enacted as a shared activity appropriate for tasks that are highly interdependent, complex and requiring high levels of creativity.

Some Concluding Observations – A Question of Balance?

- There are new and more technologically-intense challenges at all scales in Smart Cities;
- This is one important reason why the quality of local leadership matters - and where local leadership can play a pivotal enabling role;
- The everyday 'good practice' experience in our four Smart Cities underlines that it is important to gather, develop and deploy the combined expertise, assets and other resources of the private sector, local authorities, the third sector and local residents – in order to find, share and deliver creative solutions to complex problems at both the strategic and operational level;
- Working across a host of institutions, firms and communities with very different needs, capabilities and cultures, Smart City leadership teams are required to be highly adaptive and to master a range of everyday leadership skills including communication, defining priorities, negotiation, conflict resolution, building consensus, securing resources and so on;
- At the same time, they have to work continuously to ensure they remain up to date with the implications of (and the opportunities afforded by) rapidly emerging digital business

- models, local, national and international markets and processes – and whilst taking on board changing community needs and capacities;
- However, whilst this 'menu' of conventional everyday leadership skills is very important – it is critical that Smart City leadership approaches are underpinned and informed by a clear sense of long range social purpose;
- In order to maximise the full economic, social and environmental potential of a smart urban development agenda, we suggest that Smart Leadership is about: understanding the close interdependence of businesses and communities in cities and that success involves creating and maintaining balanced and mutually beneficial relationships across business and community needs in the digital era;
- This means continuing investment of leadership time, energy and resources into helping both local firms and local people to connect to, and benefit from, the opportunities afforded by new forms of digitally-enabled economic prosperity and employment;
- Leadership that promotes and enables collaborative approaches to knowledge creation, knowledge sharing and knowledge dissemination across a whole Smart City partnership is an important local attribute.

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