Dual leadership in public-private network governance

T. Ysa, A. Albareda, A. Ramon & V. Sierra

E

CONTENTS

Research question

How does leadership affect network governance form?

P1: Dual leadership is more likely when big complex network want to keep control of the network governance, instead of opting for a NAO.

P2: Dual leadership in lead organizations cannot hold together without a high degree of trust between the expressive and instrumental leaders (Etzioni), and among the rest of partners.

Provan and Kenis modes of network governance

Table 1. Key predictors of effectiveness of network governance forms				
Governance form	**Trust**	**Number of participants**	**Goal Consensus**	**Need for network level competencies**
Shared Governance	High density	Few	High	Low
Lead Organization	Low density, highly centralized	Moderate number	Moderately low	Moderate
Network Administrative Organitzation (NAO)	Moderate density, NAO monitored by members	Moderate to many	Moderately high	High
Source: Provan and Kenis, 2008: 237				

Literature on Network Management

Three main objectives of network managers (O'Toole & Meier, 1999):

- Provide an adequate structure that fosters the network stability.
- Protect the organization from external influences.
- Exploit opportunities present in the environment.

Managerial capabilities (Klijn *et al.,* 2010a):

- Exploring.
- Arranging.
- Process agreements.
- Connecting.

Passive-to-active continuum type of leadership (Herranz, 2008):

- Reactive facilitation.
- Contingent coordination.
- Active coordination.
- Hierarchical-based directive administration.

Dual leadership literature

Leadership literature has moved away from a 'command-oriented view of the leadership role and has embraced a more distributed view of leadership' (Ansel & Gash, 2012: 5).

Dual leadership literature includes variables such as participants' previous knowledge, trust, shared vision and complementarity between leaders (Pearce and Sims, 2002; Pearce, 2004; Alvarez and Svejenova, 2005; Carson, Tesluk and Marrone, 2007; Arnone and Stumpf, 2010; Ramuthun and Matkin, 2012).

Dual leadership occurs 'when the challenges a corporation face are so complex that they require a set of skills too broad to be possessed by any one individual' (O'Toole *et al.*, 2003).

E

ALICE RAP

Addictions and Lifestyles in Contemporary Europe – Reframing Addictions Project.

- European Union's Seventh Framework Program for Research (FP7).
- 5 year project.
- 10 million euro budget.
- 80 organizations.
- 150 participants.
- 20 European countries.

Aims: 'to strengthen scientific evidence to inform the public and political dialogue and to stimulate a broad and productive debate on current and alternative approaches to addictions'.

Survey

Questionnaire based on an existing Dutch survey on network management (Klijn et al., 2010a and 2010b).

- Arranging.
- Process agreements
- Exploring
- Connecting

Survey conducted between November 2011 and December 2011.

Sent to all ALICE RAP participants (153) - response rate of 65%.

Aims of the survey:

- Gather the necessary data to conduct test Provan and Kenis models of network governance.

Social Network Analysis

UCINET Software – Analytic Technologies.

The analysis takes into account whether there is relation among participants or not and then it looks at what kind of relation do they establish:

- Communication.
- Coordination.
- Collaboration.

Aims of the SNA:

- Determine the density of the network.
- Test if there are two leaders in network.
- Analyze differences between leaders.

Semi-structured interviews

We used key indicators as in the literature such as the participants' previous knowledge, trust, shared visions and the complementarity between leaders.

Interviewees:

- The 2 leaders.
- 28 people in managerial positions within the network, i.e. area and work package leaders, and members of the coordination and communication team.

Aims of the interviews:

- Test the kind of leadership exercised in the network.
- Tasks conducted by all the people with capacity to influence the network, specially by the leaders.
- Relationship with the leaders.
- Levels of trust between actors.

Survey results.

Table 2. Provan & Kenis models of governance variables and survey results			
Variables	**Mean**	**Levels of coincidence**	**Form of the Network**
Need for Network	3.51	Moderate to high	NAO / Lead Organization
Trust	3.61	Moderate to high	Shared Gov.
N. of Participants	153	Moderate to many	NAO
Goal consensus	61,8% of coincidence	Moderate to high	NAO / Lead Organization
Source: Own statistical analysis.			

These results do not allow us to determine the governance form of the network.

Survey Results

- **Previous knowledge between participants**

Links with other projects led by Alice Rap members

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Unanswered	3	3,0	3,0	3,0
	Yes	47	47,0	47,0	50,0
	No	50	50,0	50,0	100,0
	Total	100	100,0	100,0	

| Table 3. Exploring, connecting and process rules survey results		
Variables	**Mean**	**Standard Deviation**
Exploring	3.55	0.73
Connecting	3.54	0.67
Process rules	3.29	0.56
Source: Own statistical analysis		

Social Network Analysis

Table 4. Leaders' SNA indicators			
Leader	**Indegree**	**Betweenness**	**Eigenvector**
L1	49	2838	0.404
L2	37	1940	0.337
Source: Own social network analysis			
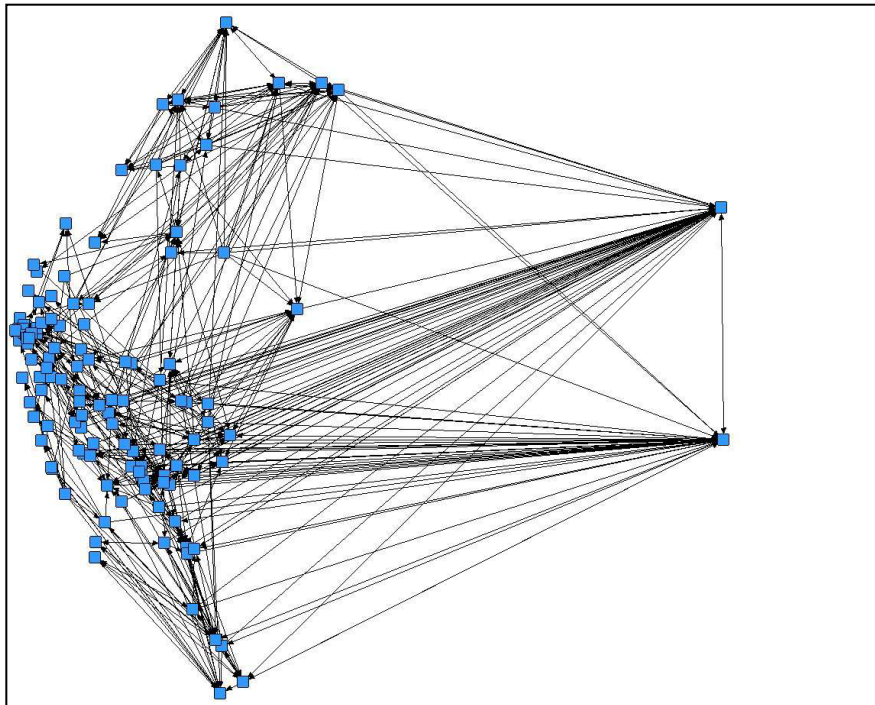
SNA whole network
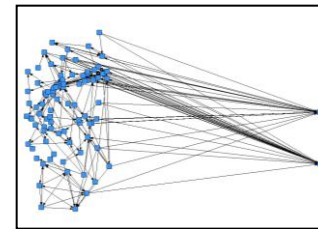
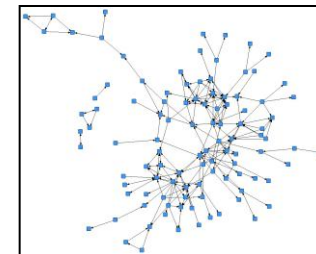**SNA Communication**
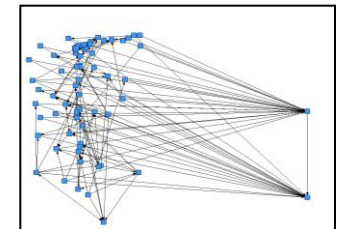
SNA Coordination

SNA Collaboration

Social Network Analysis

Table 6. Leaders' SNA indicators by type of relation			
Relation type	**SNA indicators**	**L1**	**L2**
Communication	Indegree	20	10
Communication	Betweenness	1336	1838
Communication	Eigenvector	0.418	0.511
Coordination	Indegree	21	19
Coordination	Betweenness	1070	786
Coordination	Eigenvector	0.511	0.475
Collaboration	Indegree	8	8
Collaboration	Betweenness	252	536
Collaboration	Eigenvector	0.054	0.070
Source: Own social network analysis			

Table 7. Level of trust in leadership for each relation type		
Relation type	**L1**	**L2**
General trust	4.64	4.32
Comm. Trust	4.7	4.18
Coord. Trust	4.57	4.75
Coll. trust	4.71	4.49
Source: Own statistical analysis		

Semi-structured interviews

Confirmed the presence of two leaders.

Confirmed the differentiation of tasks.

- L1 focused on connecting. A manager must have "connective ability"' (Klijn et al. 2010a: 1076).
- L2 focused on administrative tasks.

Confirmed the skills and personal attributes between network and traditional leaders.

Provan and Kenis models are ideal forms:
3 of the four variables proposed fitted the NAO

2 fitted Lead

and 1 Shared form of governance

2 partners are leading the network. This governance is based in high levels of trust, and role differentiation. Previous knowledge may influence the level of trust

L1 leads the organization, L2 is the scientific coordinator: structure and strategy

P1: Dual leadership is more likely when big complex network want to keep control of the network governance, instead of opting for a NAO
a) It avoids externalities: transaction costs, principal-agency control problems, and the NAO institutionalization.
b) he control remains in hands of the network members; it allows managing a high number of members, while being able to establish centralization and certain hierarchy in   decision making to ensure outputs and accountability to the funder.

P2: Dual leadership in lead organizations cannot hold together without a high degree of trust between the expressive and instrumental leaders (Etzioni), and among the rest of partners.

Dual leadership in public-private network governance

T. Ysa, A. Albareda, A. Ramon & V. Sierra

APPAM conference of Shanghai
May 26-27, 2013, Shanghai, China