

Leadership and co-creation in Oslo

The way forward – a critical perspective

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Where do we stand?

- Co-creation is not only a *valuable* but also an *indispensable* means to solve wicked/unruly problems such as those related to climate change
- But co-creation can also go wrong in terms of weakening democracy (inequality) and hampering effective governance (least common denominator)
- These dangers point to the importance of *strong public leadership* of co-created policy-making and governance



Shift in leadership perspective

➤ **From** a task oriented perspective focusing on effective exploitation of in-house resources

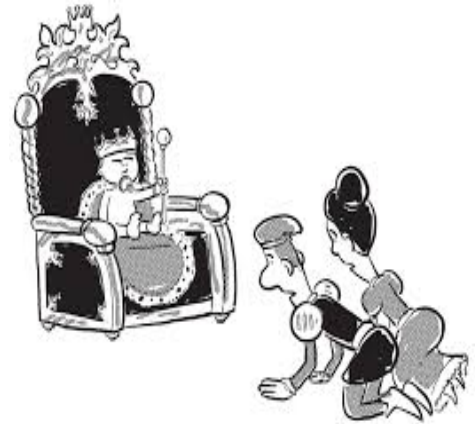


➤ **To** a result oriented perspective focusing on mobilization of relevant societal resources



Shift in approach to power in public leadership

➤ **From** *'power over'* in terms of the ability to make authoritative decisions and force other actors to comply with these decision

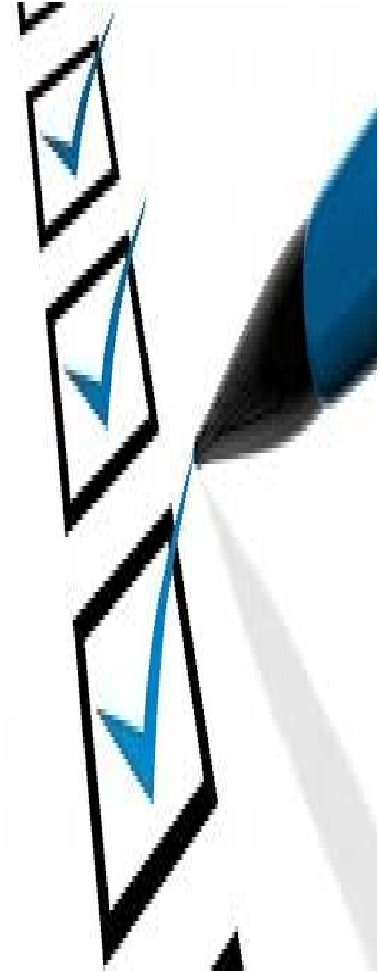


➤ **To** *'power to'* in terms of the ability to achieve intended outcomes through the mobilization of the resources to do so



Mobilization leadership

1. What is my mission?
2. Who can help me inside and outside my formal leadership domain?
3. How can I mobilize these actors?
4. How can I collaborate with them and get them to collaborate with each other?
5. Are there activities supporting my mission taking place elsewhere that I can support?
6. What alliances do I need to form in order to move things forward?



The tool kit

- Mobilization leadership draws on a mixture of hard and soft governance tools
 - ✓ Hard tools: Legal and fiscal regulation and incentives steering
 - ✓ Soft tools: Story telling, persuasion and negotiation

- *Smart leadership*: Excessive use of soft tools and moderate use of hard tools (Soft in shadow of hard)



It takes two to tango

- Public leadership consists of a situated mixture between political and administrative leadership
 - ✓ *Political leadership*: secure political legitimacy and promote active engagement from relevant and affected members of the political community
 - ✓ *Administrative leadership*: ensure scientific legitimacy and active support and commitment from experts and staff

- Path-breaking, politicized and cognitively complex missions as the one Oslo is pursuing calls for large amounts of both



Where are the politicians?

- A tendency to overlook the importance of political leadership in co-created governance and policy making
- Scientific rhetoric tends to dominate and the task is often left in the hands of public administrators
- *Danger:* Failure to mobilize broad public support and for the politicians to harvest all the benefits of co-created policy-making in their search for innovative political responses to climate change





Take for ordet

