

Leadership as a shadow existence: Challenges related to leading inter-organizational collaborations

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Collaboration for innovation

Innovation can arise anywhere:

- Meta-organizations
- Multi-partner alliances
- Consortia
- Trade associations
- Business associations
- Formalized (or not) networks
- Coalitions
- ...

Main drivers for new forms of organizing innovation

- **Policy**
- Nations support cluster initiatives; Triple Helix systems; incubators...
- **Resource sharing**
- Often in closeness to universities
- Open borders
- **Knowledge combination to achieve innovation**

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Critical aspects

- Fresh money may trigger innovation
- Renewal and sustained success
- **Need to collaborate across borders to achieve innovation strategies**

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Governance context?

COLLABORATIONS FOR INNOVATION:

- Complex context of diverse stakeholders
- Task uncertainty
- Competing logics
- **Success factors of e.g. cluster initiatives?**
- *the idea;*
- *driving forces and commitment;*
- *activities; critical mass;*
- *and organization*

E.g Enkel et al 2009; Sotarauta & Mustakkamäki 2012; Klofsten et al 2015

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Collaborations

- Self-organized?
- Controlled by?
- Enabled by?
- Secured by?

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Case: Open city sensor network

Challenges

- *"the city is not a smart city"*
- *"Rare with sensors on garbage cans; maintenance in a wide sense, etc."*

Solution

A wireless network for free, with the purpose of experimenting with sensors collecting various kinds of data in the city

Organized and enabled by?

- **Future by Lund:** "smart cities & smart citizens"
- A project leader from the local municipality, collaborating with the university

Secured by?

- **Sensative**, a tech start-up offering IoT solutions

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Leadership in collaborative contexts

- A secret of leaders and leadership activities
- Traditional leadership knowledge and principles do not apply

In open city sensor network:

- A parallel law-focused project to support small company participation
- About 50 organizations involved
- Monthly meetings
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A call for new leadership..

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“Fallen in love-status”

- “Everyone turns to me (the project leader’s boss)
- “The progress is slow - long meetings”
- “The organizational participation is dependent on one employee”
- “Lots of legal aspects arise: like how many sensors should be installed; the continued form for running and maintaining the network..”
- ”A continuous adaptation and change during the development
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A new approach to leadership

- | | | |
|---------------------------|---|-----------------------------------------------|
| ▪ Strategy | 👉 | ▪ Flux of interests: emergent strategy |
| ▪ Niche segmentation | 👉 | ▪ Reach over extremes for inclusive diversity |
| ▪ Division of tasks | 👉 | ▪ Relational coordination |
| ▪ Value accumulation | 👉 | ▪ Enabling value creation |
| ▪ Formal legitimacy | 👉 | ▪ Informal power and resources |
| ▪ Management of resources | 👉 | ▪ Mutual resources – means for development |
| ▪ Efficient ambidexterity | 👉 | ▪ Cognitive ambidexterity |

Capability of dealing with complexity !

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**Thank you for your
attention!**

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