

Vision talk continues and then something on capabilities

# Vision



1 a : the act or power of seeing

2 a : something seen in a dream, trance, or ecstasy

b : a thought, concept, or object formed by the imagination

c : a manifestation to the senses of something immaterial

3 a : the act or power of imagination

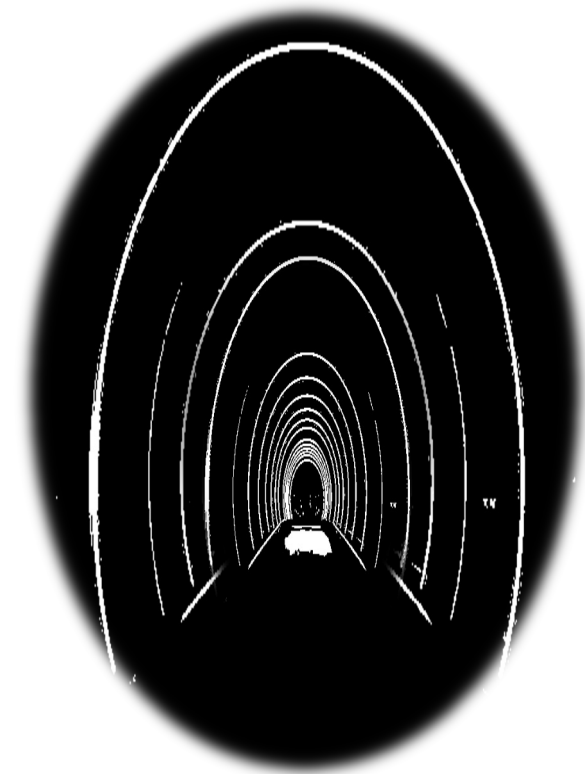
b : mode of seeing or conceiving

c : direct mystical awareness of the supernatural usually in visible form unusual discernment or foresight

4 a : something seen

b : a lovely or charming sight

- An idealized goal state to be achieved in the future (Conger, 1999)
- An image of the future that articulates the values, purposes, and identity of followers (Boal & Bryson, 1988)
- A set of beliefs about how people should act, and interact, to attain some idealised future state



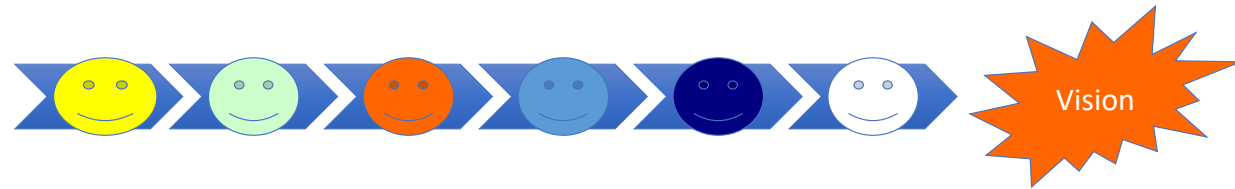
## Five mechanisms influence followers' actions through at least

- The potential future defined in a vision specifies **direction, purpose**, and the **uniqueness** of a venture (Conger & Kanungo, 1998)
  - Vision by organizing action around an evocative, involving, set of future goals, provides a powerful mechanism **motivating followers** (Berson, Shamir, Avolio, & Popper, 2001)
  - Vision may provide a sense of **identity** and **meaning** (Shamir, House, & Arthur, 1993)
- The common framework for action provided by a vision allows people to **coordinate** and **integrate** their activities (Mumford, Feldman, Hein, & Nago, 2001).
  - Institutionalisation of the prescriptive beliefs embedded in a vision, may serve as a basis for development of **organizational norms** and **structures** (Jacobsen & House, 2001)

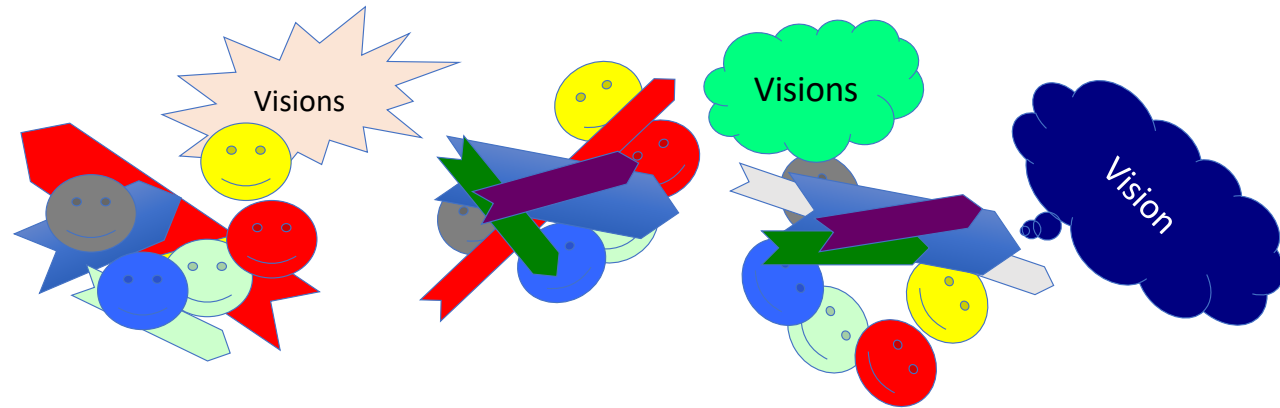
A vision is not only about communicating desired futures but also something to fight and argue about, to support or attack

**Tension between futures and presence**

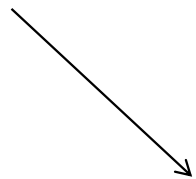
A planner dream



Leadership relay

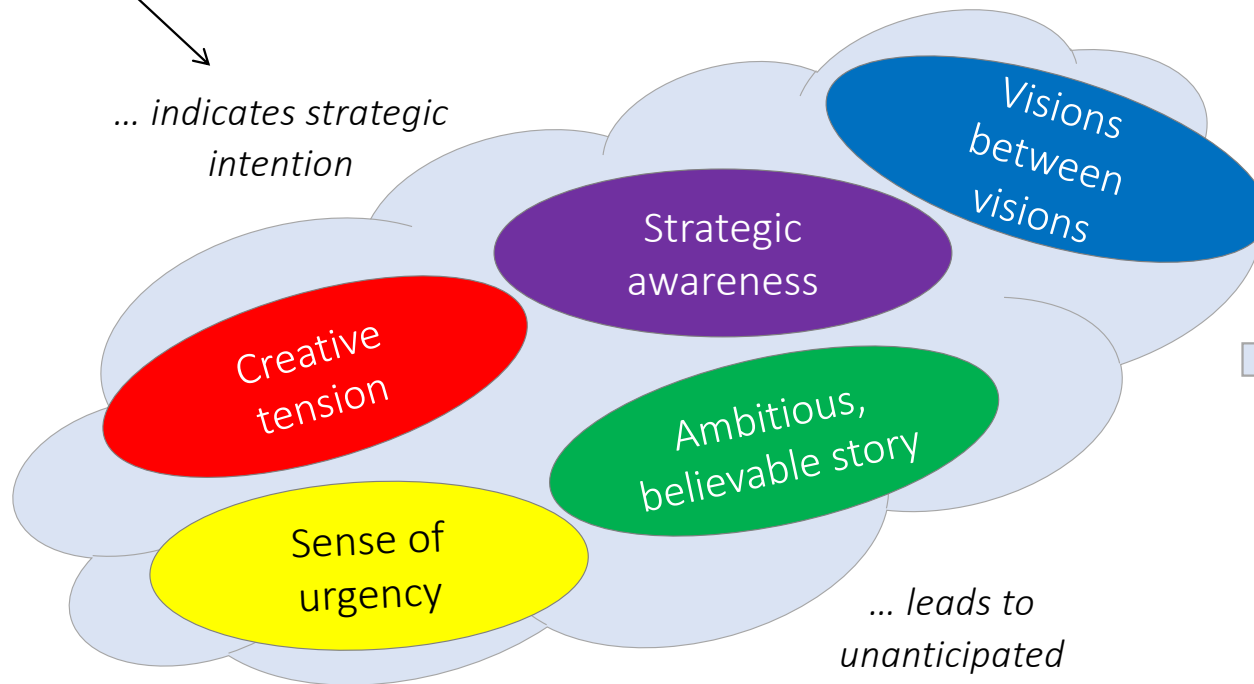


Leadership

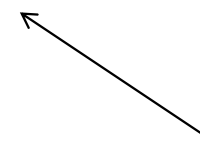


*... indicates strategic intention*

Independent actors make well informed synchronized decisions

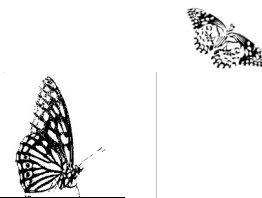


*... leads to unanticipated events*



Emergent development

# Capabilities and place leadership



## The main argument

If we want to change systems, we need (a) to learn how to integrate competencies across organizational boundaries; and (b) capabilities to lead complex constellations towards these ends.



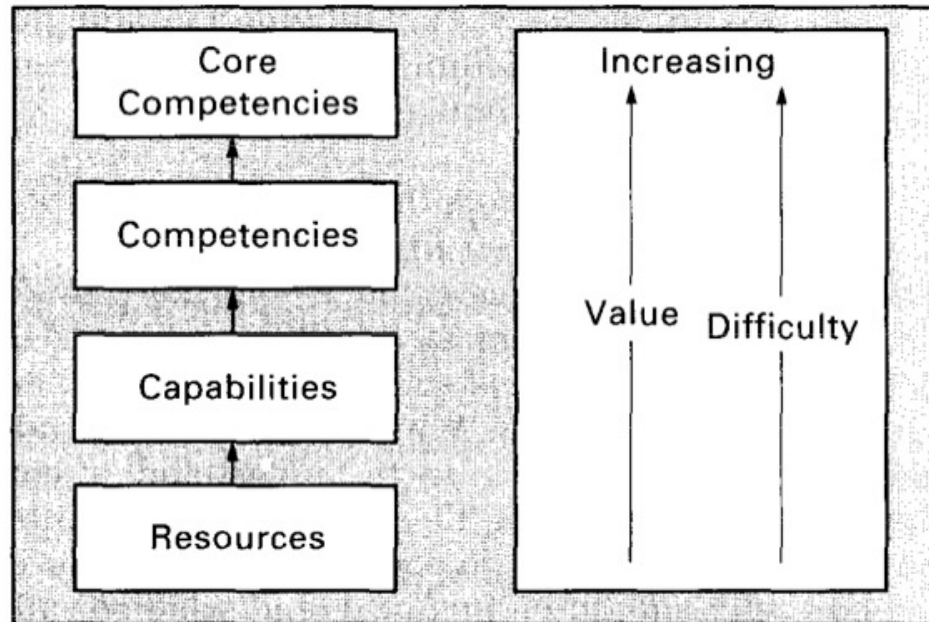


FIGURE 1. The competencies hierarchy.

# Resources / assets

- **Information and knowledge** – e.g. universities, other research institutes, firms, and the new knowledge produced in their interaction
- **Physical resources** – e.g. infrastructure, location and logistical connections
- **Firms** – e.g. their expertise, resources and contacts
- **Human resources** – e.g. highly skilled people in the firms and other organizations, research and educational institutes
- **Living-environment-based resources** – e.g. natural environment, built environment, private and public services
- **Financial and material resources** – funds for regional development work, venture capital
- **Connections** – e.g. good external networks and high-level social capital

## What's needed:

- Capabilities to utilize existing resources and to find new ones
- Capabilities to direct own resources and thus influence the strategies and operations of other organisations
- Capabilities to skilfully lobby to external financiers and decision makers and creatively utilize of external funding
- Capabilities to see different things as resources in regional development and to utilize them

# Capability

- **Capacity** is the quantity and quality of work a region can perform to promote development / structures + qualities
  - **Capability** is the ability to handle a given matter and the ability to utilise the available resources and to create new ones (Javidan 1998)
- 
- Capabilities are the network's ability to integrate, build, and reconfigure internal and external resources and skills (applying Teece et al. 1997)
  - Dynamic capabilities emphasise leadership and management cutting across various sectors and units (Lawson & Samson 2001)

# Competencies

- Competence refers to the combining and coordinating of capabilities cutting across functions (Javidan, 1998)
- Core competence is a collective learning process across the system



Competence set is a group of capabilities and competences, which belong together or are usually found together

Conversely, missing and/or poor capabilities and competences may freeze interactive transition processes and lock them in the past



Substance  
capabilities

Place  
leadership

Process  
capabilities

Political and policy  
capabilities

Leadership  
Place

## Strategic capability

- Long-term consistency and directions, visioning, etc.

## Integrative capabilities

- Institutional capability
  - Regulative, normative, cognitive-cultural
- Networking capability
  - Trust, mutual dependency, loyalty, solidarity, and horizontal co-operation
- Socialisation capability
  - Shared and often tacit knowledge that lead to social integration

## Absorptive capability

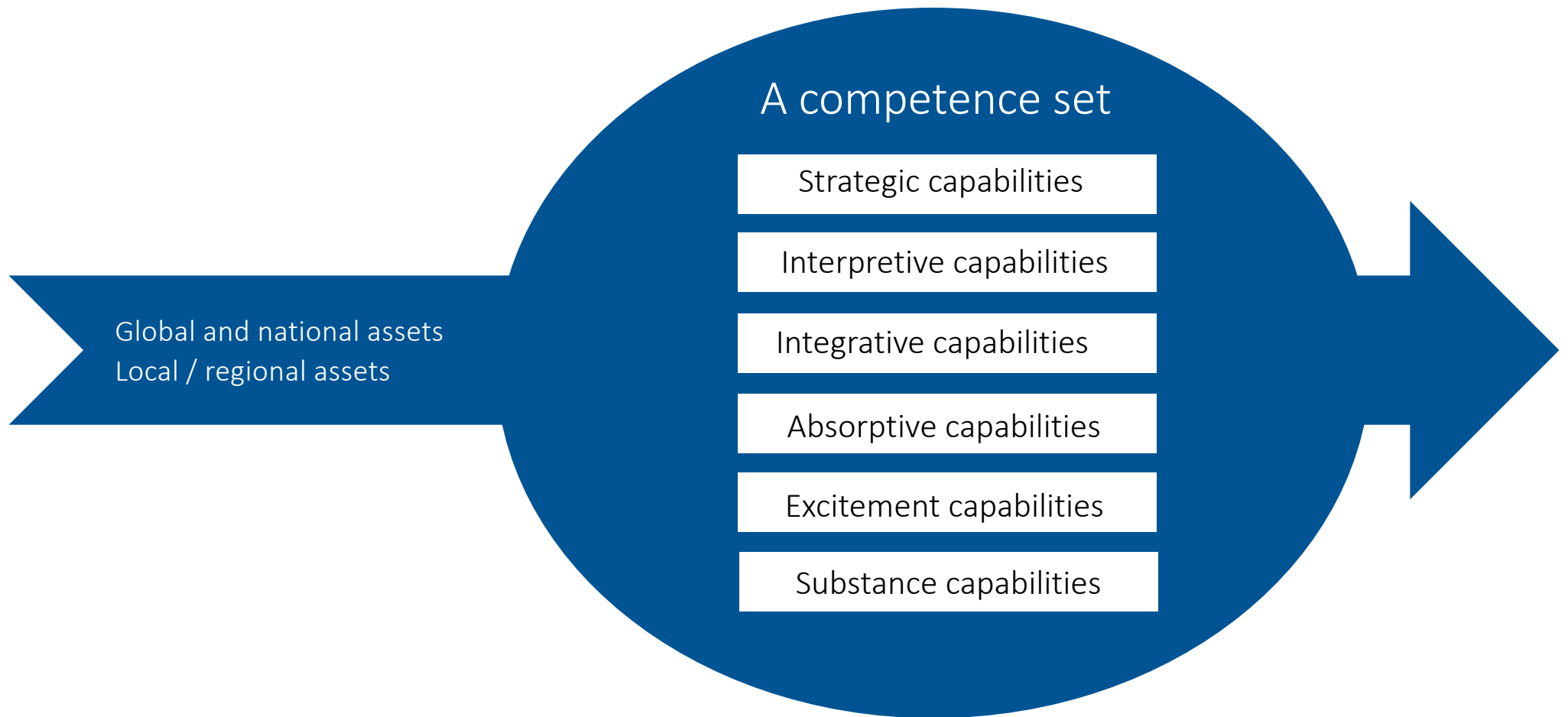
- Abilities to identify, assimilate and exploit knowledge

## Interpretive capability

- Abilities to identify, respect and understand other thinking patterns
- Openness and transparency
- Identifying 'dialogue of deaf' and moving beyond

## Excitement capability

- Abilities to excite the actors to 'development rebellion' - requires a good sense of drama.



Global and national assets  
Local / regional assets

## A competence set

Strategic capabilities

Interpretive capabilities

Integrative capabilities

Absorptive capabilities

Excitement capabilities

Substance capabilities

# Paper province

## Värmland, Sweden



- Packaging materials
- Packaging solutions
- Specialty paper
- Board
- Pulp- and paper machines
- Tissue paper machines
- Components
- Coating machines
- Barriers
- Engineering services
- Bio-energy solutions
- R&D

**WE SHALL BE THE  
LEADING  
COMPETENCE NODE  
FOR FOREST BASED  
BIOECONOMY**

## Challenges

- Crisis push stronger than vision pull
- Need to reach beyond the obvious
  - Out of the box thinking
  - Imagination and foresight
- A stronger role for the local university
  - Chemical engineering
  - Service research
- Recognizing the customer is important but not adequate
  - Market hunch
  - Invisible needs
  - Emerging markets
- Sustainable funding



## **STRATEGIC IDEA**

**We shall demonstrate bioeconomy in practice**

## Expectation management

- PP is characterized by high hopes and enthusiasm both in the board, management team and stakeholder network
- Expectations range from contributions to business development to becoming the strongest hub in the world to very individualised organisational wishes and desires
- **A variety of expectations is emerging**
  - Stakeholder needs and ambitions should be better understood and made visible
  - The Board need to become strategic

Expectation management is one of the key ways to lead a complex network with a variety of needs

Expectation management is useful both in identification of new opportunities and facing future disappointments without endangering the well-established collaborative spirit.

## Recommendation 3: Make communication more strategic

### Why

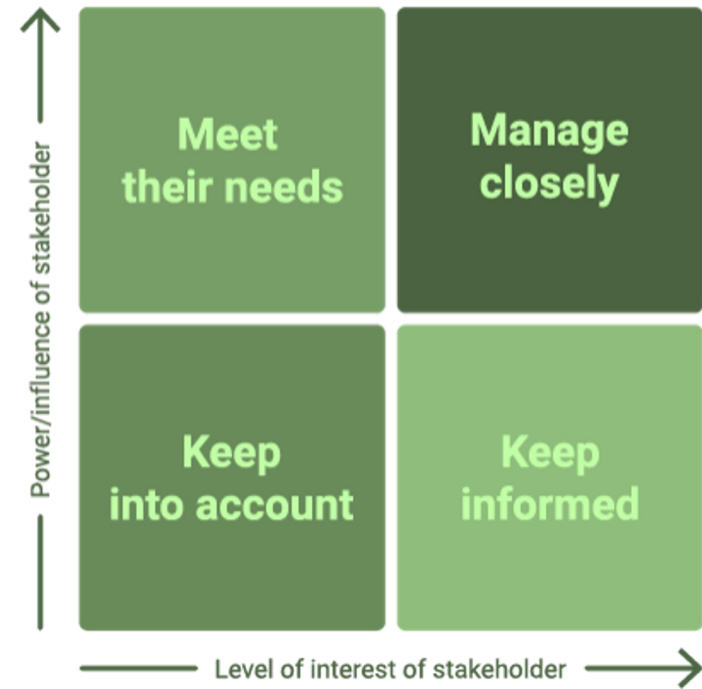
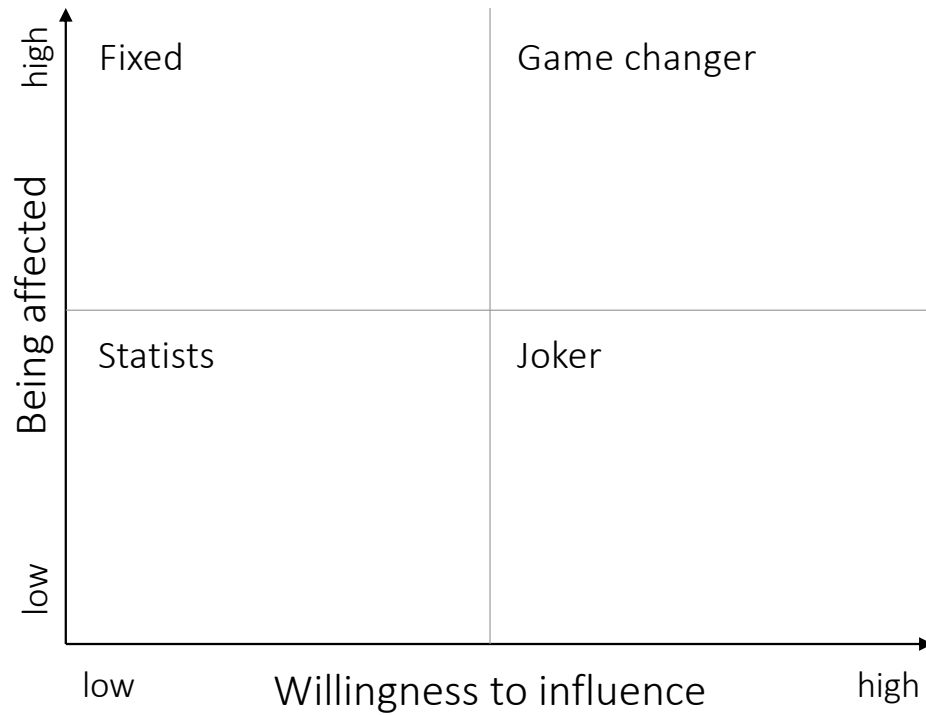
- To improve the visibility of PP
- To ensure that everyone of the communication efforts aligns with the overall objectives

### What

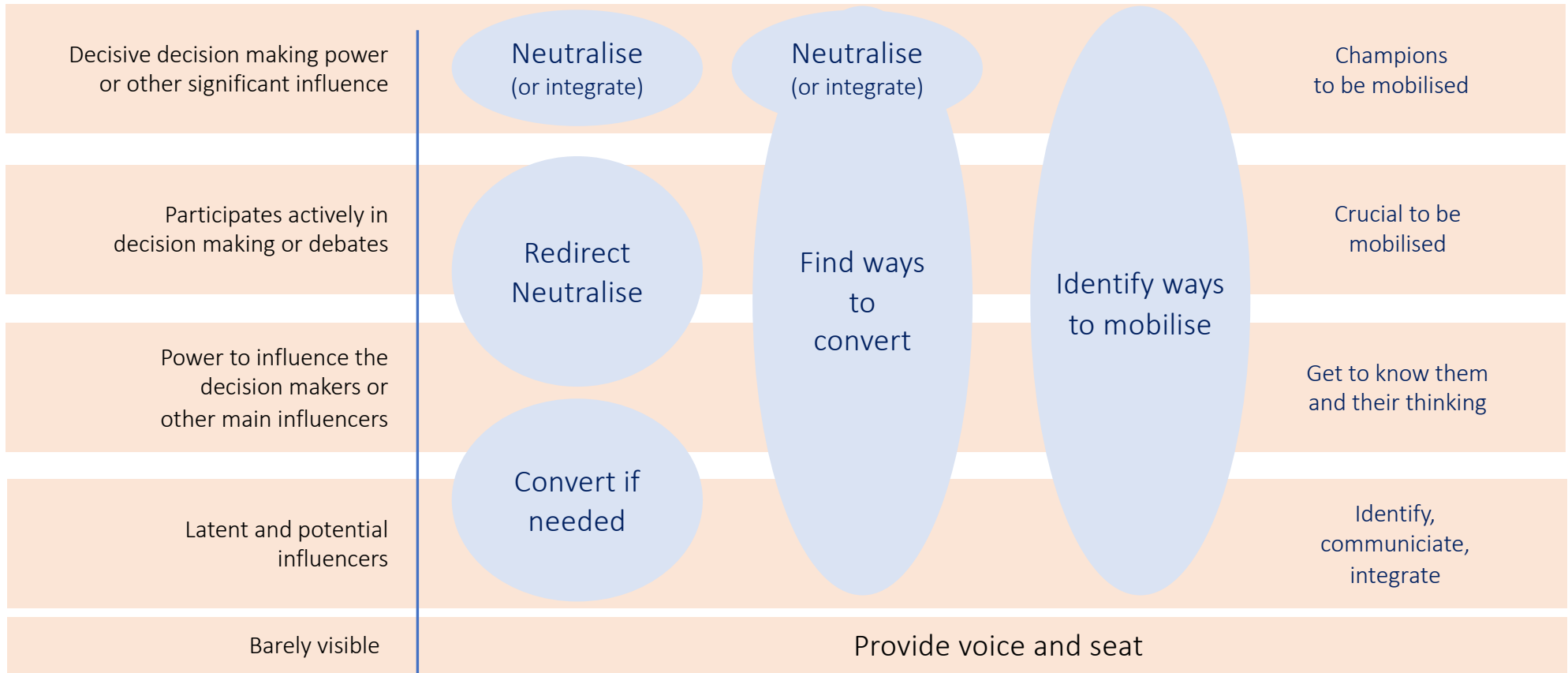
- Create a storyline with partners and stakeholders
- Select audiences
- Develop a communication mix
- Study main audiences
- Study communication of the PP partners and stakeholders and coordinate

From Paper Province to **Bio Realm** ... or something else

# Stakeholder analysis



**Power**



**Position**

Absolutely oppose → Inclined against → Sympathiser → Absolutely support

Identify, watch

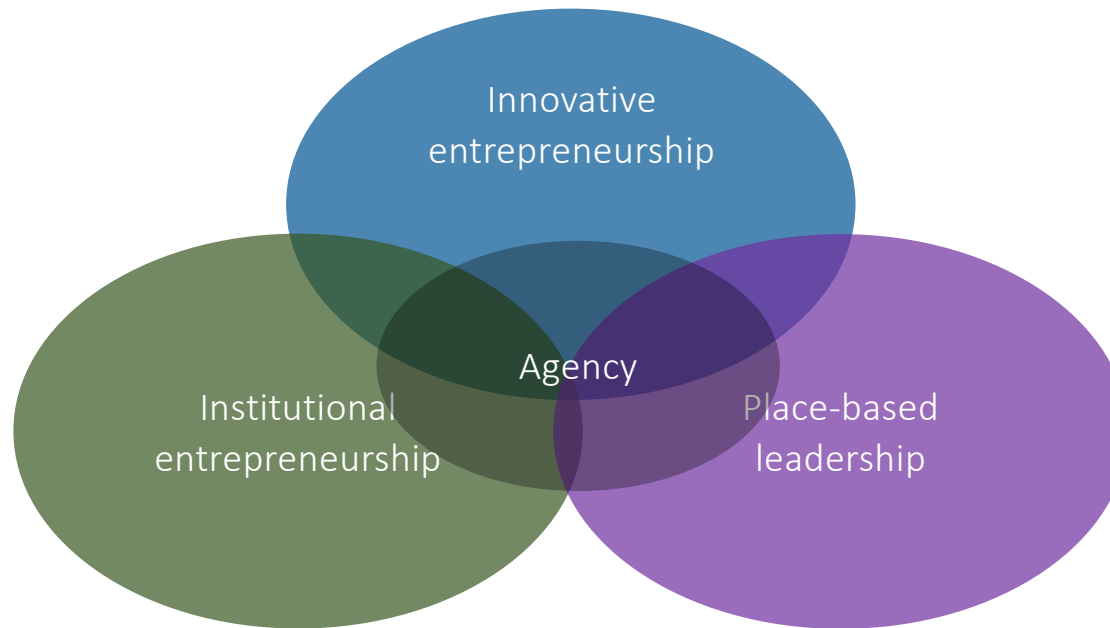
Identify, watch

Search

Search

# Trinity of Change Agency

Connects three types of agency originating in different fields of literature



## The props are essential

“A pole or beam used as a temporary support or to keep something in position” and

“a person or thing that is a major source of support or assistance”

(Webster's dictionary)

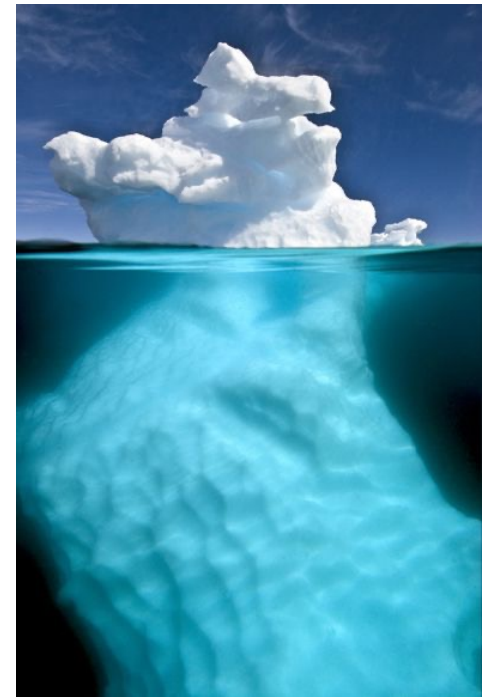
- **Visionaries** imagine new games
- **The vision brokers** transmit ideas and future imaginaries

In regional path development, instead of imagining totally new games, more important are the ways how generic visions in global/national circulation are being made sense of and translated into collective action

- **Critics** do not work for the game or improve the ways it is played but indirectly help the players to improve their game
- **Support actors** do not play the game by themselves but help the players and those who make/change the rules
- **Mentors** teach others to play better or change the rules more effectively

## Leading knowledge processes

- **Unlocking** socially and historically embedded local/regional knowledge
  - what do we know about our region that we do not know that we know?
- **Translating** local knowledge into national/global policy language and feeding it into wider knowledge processes
  - how to make our knowledge their knowledge?
- **Tapping into** global networks for tacit knowledge to learn what is in the pipeline for becoming formalized
  - what should we take seriously and what not?



## Leading knowledge processes

- **Transferring and translating** global knowledge into local language, thinking and action
  - what does all the fuss mean to us?
- **Discussing** local plans and decisions as well as plans of individual actors to generate strategic awareness
  - what do we want to achieve collectively as well as independently?
- **Debating, interpreting and combining** different sources of knowledge into local understanding and awareness
  - how would we understand various sources of knowledge and act on fresh knowledge, if we did not discuss and debate it?

# Conclusion

- System capabilities need to, and can be, **analysed** to construct a competence set



- **Learning** new capabilities for local/regional core competencies needs to be systematic
- Construction of a competence set calls for **leadership**

