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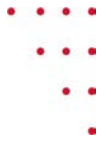
COMPETENCIES OF GLOBAL COMPETITIVE CITY REGION MANAGERS

Dr. Lindile Ndabeni

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Outline

- International experiences
 - Sao Paulo, Seoul, London
- Context
- Issues and Challenges
- Emphasis on aspects that make city managers manage and grow global city regions



Limitations

- Acknowledge that this presentation has its unique challenges
 - Its difficult to find references on this topic
 - Unlike other areas of research, no literature that was produced as a starting point
 - Skills of global city regions cannot be identified in a single discipline
 - Had to unpack various issues that are addressed by global city region managers



Global city regions

- Important actors in the world economy
- Central to conduct and coordination of modern life
- However, they present both threats and opportunities
- Key question is how do global city managers manage these threats and opportunities



Global city regions

- City regions serve as concentrations of advanced economic activity within the national spatial economies
- How do global city managers manage these advanced economic activities?
- The world continues to urbanize and globalize
- How do we manage these processes in order to remain competitive?



Global City Managers

- Need to have high level policy and technical management skills
- Highly skilled managers that are able to steer city regions towards success
 - New technologies, innovation systems, facilitate investment
 - Improve overall leadership and management of the global city region



Global City Regions

- Have diverse populations
- Based on long-term economic growth and social inclusion
 - Problems of unemployment, deprivation, and inequality
- Determined to improve the quality of life of all their citizens
- Need high level policy management skills



Role of Public Sector

- The critical role of public sector managers
 - In sustaining good quality of life
 - Maintaining high standards in public service delivery
- Skills of public sector managers should help spread growth to parts of the city region that lag behind
- Should be able to pull skills and resources across public and private sectors



International experiences

- In looking at international experiences, the idea is to draw inferences for Gauteng City Region
- Explore a range of policy issues and challenges that confront managers of global city regions
- Avoid mistakes and improve on good practice



The City of London

- Key challenges in London were,
 - Inclusion, investing in people and enterprises, barriers in employment, disparities in labour market, concentrations of disadvantage, maintain economic growth, turning a supply-side economy into a demand-led economy
- Cannot operate in silos but increase the engagement between private and public sectors



The City of London

- Established Skills Commission to deal with challenges facing the City of London
- Its policy objectives were,
 - to increase employment rate for London, increase employment rate of target groups, in disadvantaged areas, reduce the number of businesses reporting lack of skills



Skills Commission

- The Commission identified major areas where jobs can be created and increased
 - e-business related activities
 - ICT infrastructure
 - Creative industries
 - Environmental industries
 - Financial sector
- London tailored interventions to suit challenges of specific localities



City of London

- The challenge was that many areas targeted for job were located next to areas that had high deprivation
- The deprived areas had to benefit from targeted developments
- It became clear that financial services, innovation-led industries required high level skills



Skills Development

- Skills development became a priority policy concern
- The projection was a twenty year period in which these professionals would be developed
- Their skills had to be transferable and cut across disciplines
- Built environment occupations received priority



Skills Priorities

- Additional skills were also identified to successfully manage London;
 - Ability to create vision, leadership to get the buy-in into the vision, communication, team working, project management, process re-engineering, understanding sustainable development, understanding economics of development, understanding the dynamics and processes of local democracy



Skills Requirements

- Important to ensure that all those engaged in the management of the city receive skills that are in their nature cross-disciplinary
- Need to remember that strong knowledge economies are highly specialized
- The challenge is that urban areas still tend to have concentrations of people with low skills



Priority Sectors and Skills Dev.

- Manufacturing was transformed in line with knowledge economy and sub-sectors were identified for specific interventions;
 - Electrical and optical manufacturing, aerospace, chemicals, energy and printing
- Economic planning skills were required to ensure inclusion of all citizens while bridging knowledge divide



City of London

- The experience of the City of London demonstrates the critical role of global city managers in the success of global cities
- The implication for Gauteng Global City Region is that it is important to maintain competitiveness as a global knowledge economy
- Gauteng needs to accelerate its efforts in terms of;



Implications for Gauteng Global City Region

- Developing, attracting, and retaining talent that is highly educated and that can move across economic sectors
 - Such talent is crucial in the development of regional systems of innovation, development of knowledge and technology-intensive industries and in the powering of economic growth



The experience of Sao Paulo

- It is one of the successful global cities in the developing world
- It has been confronted with challenges of;
 - Crime, poverty, creating opportunities for all its inhabitants
- Its success also brought challenges of governance, it had to improve its abilities to govern itself



The Global City Sao Paulo

- Its growth was fed by migrants from;
 - Italy, Portugal, Poland, Germany, Russia, Ukraine, Lebanon, Korea, Bolivia, and China
 - There were also poorly educated but who ambitious people from less developed regions of Brazil and Latin American countries
- This points to the policy making challenges that Sao Paulo Global City had to deal with



The City of Sao Paulo

- In dealing with crime the global city had a multi-pronged strategy and low crime levels resulted from;
 - Better policing and confiscation of unregistered weapons
 - Rise in incomes and expansion of commerce
 - Beneficiaries of economic opportunities became stakeholders of peace and stability
 - Public education was used to achieve social justice



The City of Sao Paulo

- Poor people became stakeholders of stability through increased access to political structures
- Delivery of services was increased
- The success however brought new challenges of governance to weak political institutions
- In sum managing and governing global city regions has its challenges



The City of Seoul

- The City of Seoul developed during the cold war and thus received considerable resources from USA
- During 1960s to 1990s it experienced unprecedented growth
- Seoul is a significant player in the regional economy of Asia
- It is integrated to the global economy



The City of Seoul

- Having a head-start in industrialization in Korea, it became popular destination for job-seekers
- It became a populous city with diverse economic activities
- It prioritized the creation of new firms and provided business support
- This ensured success of start-up businesses



The City of Seoul

- It has the largest concentration of educational centres;
 - Universities and research centres
- Consortiums between firms and educational institutions developed partly as a result of their close proximity
- These institutions are important in both national and regional systems of innovation



The City of Seoul

- Infrastructure was a major attraction to new establishments in Seoul
- Some establishments serve as customers to others
- Its attraction became created its problems
 - Massive population created traffic nightmare
 - This led to traffic congestion
 - Travel speed during peak hour dropped from 30.8 km/h to 19.5km/h



The city of Seoul

- The success of the city also created;
 - environmental problems
 - Car-generated noise became a problem
 - Land supply problems
- The City had to respond to these problems
 - People were encouraged to use car pools, public transport
 - New developments were encouraged to occur outside the city



The City of Seoul

- The failure of decentralization efforts was partly due to lack of sufficient political support
- Policies were resisted
- In sum, economic planning has to be integrated with social planning
- Policies have to be negotiated



Implications for Gauteng Global City Region

- Work and progress has been made in Gauteng
 - Maximizing Human Capital for Shared Growth
 - Efforts continue to be made regarding eradication of poverty and social inclusion
 - Efforts continue to be made to improve the governance of the city region
 - Need has been identified to strengthen technical and policy management skills of key managers



Gauteng Global City Region

- In a global context, the city region has to deal with issues of;
 - Poverty, economic inclusion, geographic concentrations of disadvantage
 - Boost investment, manage infrastructure provision and ensure the development urban management skills



Policy challenges

- Develop talent, attract it and retain it
- People tend to choose cities rather than countries
- Managers of Gauteng Global City Region will continue to deal with uncertainty and complexity
- The leadership and management skills of managers become critical



Important Skills

- Managers of Gauteng should indeed pay attention to the following skills;
 - Innovation, planning, processes of democracy, high level policy analysis skills, team work, communication skills, negotiation skills project management skills
 - Need to have strong global awareness



Gauteng Global City Region

- In managing Gauteng as a global city region it will be important to enhance;
 - Alliances with regional universities and research centres
 - Boost the regional innovation systems of Gauteng
 - Overcome silos in policy making and improve co-ordination in the management of the city region





Thank You

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Institute for **E**conomic **R**esearch on **I**nnovation

Dr. Lindile L. Ndabeni
Research Fellow

Institute for Economic Research on Innovation (IERI)
Faculty of Economics and Finance
Tshwane University of Technology
159 Skinner Street
Pretoria
0001
Tshwane
Gauteng
South Africa

Email: ndabenil@tut.ac.za
Telephone: +27 (012) 382 3073
Facsimile: +27 (012) 382 3071

