

Which factors are decisive to be become one of the top 10?



Prof. Dr. Hubert Heinelt

Research findings

- **there is a variety of solution:**
 - consolidated metropolitan **government**
 - loosely coupled **networks of public and private actors**
- **metropolitan-governance arrangements are decisive,**
which ensure a **binding coordination** of public and private actors
- **place- and actor-related factors matter!**
- **structural and institutional factors do not matter!**

incentives or windows of opportunities



- programmes of upper-level governments (envisaged financial support and/or more competencies)
- threat of sanctions from upper-level governments (imposed solutions)
- big events (EXPO, Olympic Games etc.)
- opportunities to mobilise actors

Break a frozen landscape!

Metropolitan leadership



- networkers
- consensus facilitators
- neutral brokers trusted by the others (not playing their own game)

**Look for (neutral) initiators and promoters of a reform process
(of changes)!**

consensual actor behaviour

- ‘*negative coordination*’, i.e. respecting the positions of others and taking them into account (without communication)

- ‘*positive coordination*’, i.e. communication about a new solution
 - * *bargaining* (bound to given interests)
 - * *arguing* (convincing others and being open for new solutions/insights)

Avoid a conflict-oriented power-play!

Look for a ‘forum’ (an organisational context)

- to form a **shared understand** of what metropolitan problems are about and how to solve them,
- to build **trust** between relevant actors across parties, local governments and other stakeholders,
- to allow **‘agents’** to develop other interests/preferences than their **‘principles’**.