



**Tshwane University
of Technology**

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COMPETENCIES OF GLOBAL COMPETITIVE CITY REGION MANAGERS

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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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