

Different forms of innovation leadership in the strategic planning of municipalities in the structurally affected regions of Czechia

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ABSTRACT

This paper examines different forms of leadership in strategic planning in structurally affected regions of Czechia. Based on the leadership concepts and strategic planning in municipalities, evaluates different leadership approaches according to the population size of municipalities and the stability/continuity of municipal representatives. Four types of leaders were identified, with entrepreneurial leadership being the most important in all examined regions. The dependence of the types of leadership on the stability/continuity of government in strategic planning was revealed, while, the dependence on the population size of municipalities was no. The importance of entrepreneurial leadership increases with the increasing number of electoral cycles elected leaders remain in office.

KEYWORDS

leadership; strategic planning; municipalities; structurally affected regions; Czechia

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1. Introduction

Strategic planning at the municipal, regional, and national levels is becoming increasingly important, as it significantly influences the future development of the territory and contributes to more efficient use of funds from public budgets (Gustafsson, Päivärinne and Hjelm 2019). In Central and Eastern Europe (CEE), an elaborated strategy is a prerequisite for drawing external financial resources, for example in the case of some national and EU subsidies for specific projects or activities that include cross-border and international cooperation (Vozáb 2007). Actors entering the strategic-planning process are influenced by various assumptions or factors (internal and external), which of course influence the final form of the strategic document. The involvement of these actors in the strategic document creation process is often through varying methods (e.g., questionnaires or discussion meetings). Leadership in planning is an important prerequisite for quality strategic planning (Sotarauta, Horlings and Liddle 2014). Leadership is primarily applied in the form of a relationship between the leader of the strategic document process and the other stakeholders. The characteristics of the leaders have a strong influence on the development of the territory they manage (Swianiewicz, Lackowska and Hanssen 2018) – in this case on the strategic development document creation process and its quality, but also its successful implementation (Gustafsson, Päivärinne and Hjelm 2019). In strategic planning, we can distinguish at least five main types of innovative leadership: transactional, transformational, interpersonal, entrepreneurial and network governance leadership (Lewis, Ricard and Klijn 2018).

Strategic planning and leadership differ in various types of municipalities and regions in most developed countries. So far, little attention has been paid to structurally affected regions in the CEE former command economies that had to undergo a dynamic social and economic transformation and that often have to cope with selective population migration, lower attractiveness to foreign investors, higher unemployment and other below-average socio-economic indicators.

The aim of the research is therefore to understand and clarify different types of leadership in strategic planning in structurally affected and transforming regions, and to compare their approaches in terms of settlement differentiation (i.e. municipality population size) and the continuity/stability of community representatives. Furthermore, three research questions were defined:

1. What are the main differences between the three structurally affected regions in terms of the application of individual types of leadership in strategic planning?

2. To what extent are these differences conditioned by the population size of the municipalities in which the strategic leadership is implemented?
3. To what extent are these differences affected by the stability/continuity of municipal representatives and the continuity of their work and activities in the municipality?

The paper is conceived as follows. First, attention is paid to the strategic planning process and the specific characteristics of Czechia. Subsequently, the different types of leadership are characterized based on current knowledge, and this part ends with their own leadership typologies and their potential application in different types of regions. The next section presents methodological approaches to analysis, data collection and related analysis limits. The empirical part is structured according to the three main research questions.

2. Conceptual departures

2.1 Strategic planning

Strategic planning is highly important for achieving regional and local development over the long term and contributes to regional or local stability and sustainability. It was first applied in the corporate sector, where it mainly dealt with the development and building of companies or the planning and implementation of various projects. In the 1980s, Taylor identified five main corporate strategic planning styles: central control, a framework for innovation, strategic management, political planning and futures research (Kaufman and Jacobs 2007). Over time, companies began considering the area around them in the strategic planning of their plants, and thus strategic planning gradually became part of the public sector (Kaufman and Jacobs 2007).

Strategic planning is therefore a process to form a certain idea or vision of the future. In the public sector environment, strategic planning is always related to a specific geographical location, for example, a country, region, or municipality. European regional and local governments began implementing strategic planning about 60 years ago (Johnsen 2016).

The most important aspect of strategic planning is a future vision for the relevant location. This vision must be favorably balanced between economic growth and environmental protection. In addition to the economic and environmental aspects, it is also important to consider the social aspect in strategic planning. Before creating a vision, it is necessary to collect and evaluate data about the territory and create a SWOT analysis. The vision is achieved through a broad spectrum of received goals and activities (Poister and Streib 2005). The implementation of the planned activities and goals is addressed through

the implementation part of the strategy, which determines the financial demands, schedule, responsibilities, and monitoring and evaluation activities (Kaufman and Jacobs 2007).

The involvement of all the stakeholders is a very important feature in the strategic planning process. These stakeholders, from the business and non-profit sectors, as well as active citizens, can influence the form of the strategic document and, through their efforts, contribute to its better implementation and feasibility. There are many ways to involve them, including discussion meetings, questionnaires, and individual interviews (Tietjen and Jørgensen 2016).

Strategic planning cooperates closely with spatial planning (Gustafsson, Päivärinne and Hjelm 2019) and takes place at multiple levels of public government. The capacity and capabilities of these levels or other units can vary widely (Pablo et al. 2007). What is important is the interest and the significance attached to it by political leaders and government officials. This ensures efficiency and subsequent strategy implementation (Caceres et al. 2019).

Strategic planning in regional and local development was widespread in Western Europe in the 1950s and 1960s, mainly as part of efforts to solve the problems associated with growing territorial differences and economic growth. The expansion of strategic planning in a form similar to that of today was supported in post-socialist states only from the second half of the 1990s (Wokoun et al. 2008).

2.2 Strategic planning in Czechia

Strategic planning at local, regional and national levels in Czechia was a new discipline in the early 1990s, and not in the forefront of interest. During this period, political activities, including regional policy, were focused on transformational socio-economic changes (Blažek and Vozáb 2004). In the late 1990s, interregional disparities began to grow, motivating governments to take an interest in addressing them. This was an important breakthrough in strategic planning and regional policy development. The second factor was the gradual preparations for EU membership. There were many strategic planning deficiencies around 2000, including conceptual and in terms of personnel (Blažek and Vozáb 2006).

The biggest problems were the unfinished public administration reform and insufficient legal and methodological support for strategic planning activities (Blažek and Vozáb 2006). The first significant strategic development document at the national level in Czechia was the Regional Development Strategy of the Czech Republic in 2000. Moreover, 14 regional governments (NUTS III) were established in that year and started their own strategic planning. Although some municipalities started strategic planning activities in the 1990s, the role of municipalities in strategic

planning was only anchored in the 2000 Act on Municipalities (Wokoun et al. 2008).

Strategic planning at the municipal level in Czechia first appeared in the 1990s in larger municipalities and towns. Smaller municipalities faced a worse situation because they did not have the personnel capacity or finances for such activities. The quality of the strategic planning process and the quality of the resulting strategy were often quite different. There were also several cases where municipalities developed a strategy simply because it was a condition for obtaining subsidies. The situation is getting better and the quality of strategies has been improving since 2000 (Lněnička 2016).

In the 1990s, like today, municipalities are not legally obliged to develop a strategy and the decision is therefore up to them. If municipalities decide to make a strategic development document, they can use several manuals or methodologies that can help them with this. Methodological support at the national level is protected by the Ministry for Regional Development of the Czech Republic, which has also prepared a methodology for creating municipal development strategies and other supporting materials. The law only gives representatives the authority to approve the municipality's strategy. However, some of today's grant titles require a strategy as an annex to the grant application (Wokoun et al. 2008).

2.3 Strategic planning and regional development in structurally affected regions in Czechia

There are three structurally affected regions in Czechia: Ústí nad Labem Region, Karlovy Vary Region and Moravian-Silesian Region. All these regions are situated as geographically marginal parts of Czechia and there are referred to as coal regions. The regions have passed gradually large structural changes in their regional economies from the Velvet Revolution to the present day. These changes are also connected with processes of globalization, economic integration, internationalization of trade and services and liberalization of conditions for foreign direct investment. Further these changes not only have an impact on the structure of regional economies but also, for example, on the quality of life, the social sphere, or the formation of better relations with the environment. In recent years, more emphasis has been placed, for example, on soft factors, leadership, use of innovations, application of SMART concepts, or regional identity, which significantly shape the future of these regions (Rumpel et al. 2008).

Blažek and Květoň (2022) are interested in the implementation of different approaches and theories in the development of structurally affected regions, including the evaluation of differences and causes in their development. Regional path development Ústí nad Labem Region and Moravian-Silesian Region are different by many factors. Among the most important

factors are the structure of regional stakeholders, the level of public administration activity and its success, the structure of the transforming economy and the role of universities. For example, fields with a higher added value developed in the Moravian-Silesian Region than in Ústí nad Labem Region, which was also caused by the proximity of Germany, which is adjacent to Ústí nad Labem region (focused on assembly plants and export of incomplete product to Germany). In the case of universities, it was found that the universities in Moravian-Silesian Region were able to respond more to regional needs in the offer of education and the implementation of research activities than in the Ústí nad Labem Region. As a last example, I will give greater support for research and development activities or innovative activities in the Moravian-Silesian Region compared to the Ústí nad Labem Region, which was caused by the earlier implementation of these support activities and the stability of the support institutions (Blažek and Květoň 2022).

2.4 Leadership

It is sometimes difficult to explain leadership theories. The views of theoreticians and practitioners can differ (Van Wart 2013). There are two basic contrasting views on leadership. The first focuses on explaining through analysis of leaders' behaviour and linking it to the results. The second is based on an analysis of the interaction between leaders and their subordinates (Tummers and Knies 2013). There are many types of leadership. For example, Lewis, Ricard and Klijn (2018) identify 11 different types, i.e. Classical leadership, Administrative leadership, Transactional leadership, Transformational leadership, Horizontal leadership, Collaborative leadership, Interpersonal leadership, Ethical leadership, Critical leadership, Network governance leadership, Entrepreneurial leadership. Five of these are close to an innovation environment that supports regional development (Lewis, Ricard and Klijn 2018). These five innovation leadership types are also used by authors Ricard, L. et al. (2017) and they compare the use of these types in innovation in Copenhagen, Rotterdam and Barcelona. The development of regions and municipalities is linked to strategic planning and the implementation of development activities. The success of such implementation depends on leadership and its types (Sotarauta, Horlings and Liddle 2014). A brief definition of these five "innovation" or "strategic" types of leadership follows.

Transactional leadership is based on a series of communication exchanges between leaders and followers. One highly important attribute of this leadership type is that the leader and followers come together in a specific relationship. This relationship shifts the interests of both towards themselves, but there is no deeper or longer cooperation between

them (Denhardt and Campbell 2009). The leader is considered a supervisor who should lead people, yet their view of the organizational structure and their legitimacy in it is more important (Ricard et al. 2017). The leader monitors deviations from rules and standards and takes corrective measures. These measures are only taken if the rules and standards are not complied with. The leader can also provide rewards where there is good performance (Bass 1990).

Transformational leadership consists of a combination of four parts, namely inspirational motivation, intellectual stimulation, individualized thinking and idealized charisma (Leong and Fischer 2011). The most important feature of transformational leaders is that they lead and inspire subordinates using correct information about the vision of the organization, processes and outcomes. The goal is to better adapt the subordinates to these processes and outcomes to enhance efficiency. The ideal situation is that the organization has a vision agreed upon and trusted by all the stakeholders. This type of leadership works with a lot of communication and suppresses formal bureaucracy (Moynihan, Wright and Pandey 2012). Transformational leaders must also encourage and lead their subordinates to achieve the organization's vision because the agreement of all the stakeholders is not enough. This leadership role is based on confidence and is very important. Transformational leadership is applied in public and non-profit organizations because they often provide community-oriented services (Pandey and Wright 2010).

Interpersonal leadership emphasizes how leaders communicate and cooperate with their employees, the goal of such communication and cooperation being to maximize results. Other key characteristics of interpersonal leadership are empowerment and personal development, humility, authenticity, interpersonal acceptance, and providing direction and stewardship (Van Dierendonck 2011). These characteristics distinguish interpersonal leadership from most transactional and transformational approaches to leadership. The leader is a facilitator who creates relationships between people in an organization and provides moral examples of behaviour. The leader is willing to take responsibility for the entire organization and its members. One of their important roles is to strengthen trust among people, but also in the organization itself (Ricard et al. 2017).

The basis of network governance leadership is an active network of stakeholders. We can observe that these networks play a big role in public administration because public administration is increasingly important in people's lives, for example in the provision of services. This means that networks are associated with new systems for public policy, decision-making and implementation. Networks are based on the relationship between the public sector, private sector, non-profit organizations and civil society (Klijn, Steijn

and Edelenbos 2010). One leadership role in this concept is to facilitate contact among stakeholders and strengthen their cooperation. Another is to balance the power among stakeholders and to activate new necessary stakeholders (Ansell and Gash 2008). Trust among stakeholders and a high degree of interdependence form the basis for a network's success (Klijn, Edelenbos and Steijn 2010).

Entrepreneurial leadership is primarily connected with the business environment but is also applied in the public and non-profit sectors (Kuratko 2007). An entrepreneurial leader must respond to unpredictable and rapid changes in the environment and adapt the processes in the organization to them. The leader mostly responds by adapting the organization through reorganizing or mobilizing resources (Gupta and MacMillan 2002). These reactions must be strategically examined and integrated into the organization's structure. Past routines and organizational behaviour are also important in shaping these reactions. Other important characteristics of a leader include the ability to initiate and defend change and to adapt to the political environment (Ricard et al. 2017).

Place-based leadership is a new term. It can be interpreted as the interaction between leaders, government officials, the community and other institutions (Beer et al. 2018). Sotarauta and Suvinen (2019) state that interconnections across geographical, governmental, professional and sectoral boundaries are also important.

Place-based leadership is a tool for transformation or change but can be suppressed by those with formal power. The concept of place-based leadership can be applied at the level of regions, subregions, cities, municipalities or settlements. Place-based leadership is very important for kick-starting the successful development of regions and municipalities (Beer et al. 2018).

Leaders who apply place-based leadership aim to strengthen the resilience and competitiveness of the managed territories (mostly rural) to transformational economic changes and globalizing tendencies and to increase their dependence on the central authority. In particular, they use endogenous approaches based on a thorough knowledge of the environment and its institutional basis. Based on these elements, they design measures tailored to the specific needs and problems of the given areas, through which they seek to use the locally available resources (Horlings, Roep and Wellbrock, 2018).

2.5 Leadership & stability in different types of regions

In strategic planning, leader stability and continuity is a crucial precondition in the implementation of their agendas, i.e., in strategy creation but especially

in their subsequent implementation. Where there is significant fluctuation in a municipality's management, there is an obvious lack of information about previously implemented or ongoing activities, evident especially in the post-election period or after the exchange of key positions in the management of the municipality or region (Marks-Bielska et al. 2020). In the case of strategic planning, it should be kept in mind that the development strategy of a municipality is a medium-term document and its implementation, respectively the implementation of the activities in the strategy, can also take place over three election periods. Partly for this reason, it is necessary to discuss the content of the strategic document and to be in line with all stakeholders (Johnsen 2016). The individual leadership types are applied mainly in communication and consensus in planning and implementation, but some may play a greater role than others. Therefore, it can be assumed that Network governance leadership has much greater application potential than Transactional leadership, assuming the stability and continuity of functions in local government. If there is insufficient stability and continuity, there is a real risk that the implementation of the strategy may not be successful (Klijn, Steijn and Edelenbos 2010).

Municipality population size also plays an important role in the process of creating a strategy and its subsequent implementation. Different leadership types apply in all types of territory to varying degrees but are likely to have varying intensities (Johnsen 2016). However, there are also types that, by their attributes, are more useful in rural, suburban, or urban environments. These characteristics of individual leadership types include, for example, the way a leader communicates with others, the position of the leader in the territory, the leader's ability to be empathetic, or whether they have a talent for bringing members of different social groups together. Not only must the leader be able to evaluate this, but they must also pay attention to the individual topics addressed through strategic planning, because their adoption differs in each region type, e.g. a solution successfully adopted in an urban environment can cause significant concern or misunderstandings elsewhere (Ricard et al. 2017).

Therefore, the table below shows the relationships among the different leadership types surveyed and their characteristics and the aspects contained in the research questions, i.e. the stability and continuity of leaders and the type of territory in which those leaders operate. Based on a study of the literature, the table thus links the individual theoretical anchors of the surveyed leadership types with the subject of the research, based on, inter alia, the characteristics of the individual leadership types, showing the relationship to leader stability or the type of territory.

Tab. 1 Comparison of leadership types in different region types.

Type of leadership	Nature of leadership	Innovation is viewed as:	Importance of leader stability and continuity	The region type most suitable for its use
Transactional leadership	Strong directive leader image	Initiated by leaders and their ability to steer subordinates	Low	Rural
Transformational leadership	Leaders are charismatic people that drive change and performance	Achieved by charismatic leaders who initiate needed changes	Medium	Urban
Interpersonal leadership	Leaders secure outcomes through people in organizations	Achieved by authentic leaders whose strength lies in stewardship and altruistic behaviour	Low	Suburban
Entrepreneurial leadership	Entrepreneurs embedded in organizational routines	Driven by the need to adapt to the environment and the leader's ability to adjust routines	High	Not specified
Network governance leadership	The leader is 'primus inter pares' and more a facilitator bringing actors together	Achieved by collaborative leaders able to explore new ideas and connect various actors to these ideas	High	All categories

Source: Own modification based on Ricard et al. (2017).

3. Methodology and data analysis

Following the established goal and research questions, a methodological approach was chosen in which quantitative methods were used. Applications of the different leadership types according to Ricard et al. (2017) were tested and empirically verified on a set of municipalities with up to 10,000 inhabitants in three structurally affected NUTS III regions (Moravian-Silesian Region, Ústí nad Labem Region and Karlovy Vary Region).

The research was carried out in July and August 2019, with 749 municipalities in these regions being contacted by email. All 749 municipalities had less than 9,999 inhabitants. The research method was an online questionnaire, shown in Appendix 1. The opportunity to answer research questions was Yes, Rather Yes, Rather No, No. The structure of municipalities by size category and the structure of respondents (i.e. municipalities with a completed questionnaire) is shown in Tab. 2.

237 questionnaires were completed (a return rate of 31.6%), with 199 respondents stating they have a community development strategy and filling in the questionnaires to comment on the leadership types applied. A total of 38 respondents stated they do not have a community development strategy. The most common reasons for the absence of municipality development strategies include the financial complexity of creating a community development strategy and the fact that municipal representatives have a strategy 'only in their heads' and do not need to have it written down.

The respondent structure by municipality size category can be considered highly representative, as it roughly corresponds to the representation of the municipalities in the individual size categories. The share of municipal representatives in the Ústí nad Labem Region is 44.2%, in the Moravian-Silesian Region 42.2% and in the Karlovy Vary Region 13.6%. Ústí nad Labem Region had 38% of all municipalities, Karlovy Vary Region 17%, and Moravian-Silesian

Tab. 2 Structure of municipalities in regions and participating municipalities by size category.

	Number of municipalities by size category						
	to 199	from 200 to 499	from 500 to 999	from 1,000 to 1,999	from 2,000 to 4,999	from 5,000 to 9,999	total
Total number of municipalities in the Ústí nad Labem Region	13	57	75	76	45	19	285
Total number of municipalities in the Karlovy Vary Region	17	43	32	15	16	4	127
Total number of municipalities in the Moravian-Silesian Region	48	126	85	42	28	8	337
Total number of municipalities in all regions surveyed	78	226	192	133	89	31	749
Percentage representation of municipalities in individual size categories	10.4	30.2	25.6	17.8	11.9	4.1	x
Number of municipalities involved in the questionnaire	9	54	50	42	33	11	199
Percentage of municipalities involved in the questionnaire	4.5	27.1	25.1	21.1	16.6	5.5	x

Source: CZSO, own elaboration.

Region 45%. When comparing the distribution of municipalities among regions and respondent distribution, we find that this is also very representative.

The characteristics of the respondents who have a community development strategy and answered the questionnaire are as follows. Among the respondents, the most frequent were mayors with 161 deputies (81.7%), deputy mayors with 19 deputies (19.6%) and 17 representatives (8.6%). The number of full-time jobs was 155 (78.3%) and 43 (21.7%) were part-time jobs. There were 111 men (55.8%) and 88 women (44.2%).

31 respondents are in their first term as members of the municipal assembly, 52 are in their second term, and 53 in their third term. Four respondents have been members of the municipal assembly for four or more terms.

The leadership characteristics were determined in the questionnaire, and are listed in Tab. 3 below. The individual leadership characteristics are also associated with the five main leadership types.

Three research questions were defined and relevant methods were used to evaluate leadership in other countries (e.g., Ricard et al. 2017). For all the questions, the variability was first evaluated and the ANOVA method (research question No 2 and 3)

and factor analysis (research question No 1) were applied.

4. Empirical results

4.1 Leadership in various old industrial regions

The research plan indirectly follows a similar analysis to the one published in a paper by Ricard et al. (2017). However, that paper dealt with large cities in Western Europe, in particular Copenhagen, Rotterdam and Barcelona. In the case of this paper, therefore, it is a matter of transferring research from large cities to the rural environment, but also from Western Europe to Eastern Europe, and even to problematic regions. These aspects testify to the uniqueness of the analyses performed, as none of them had yet been implemented in the examined regions.

The first research question deals with the differences in the approach of local government representatives to the management of municipalities and comparisons among the individual regions studied.

Tab. 4 shows a comparison of the application of the five types of leadership examined in strategic planning among the regions. Entrepreneurial

Tab. 3 Overview of leadership types in relation to individual characteristics.

Leadership characteristic	Transactional leadership	Transformational leadership	Interpersonal leadership	Network governance leadership	Entrepreneurial leadership
A – Good communication skills			x	x	
B – Visionary		x			x
C – Takes initiative	x	x			x
D – Authoritative	x				
E – Visible leadership		x			
F – Displays a long-term perspective				x	x
G – Displays a short-term perspective	x				
H – Good at gathering information				x	x
I – Problem-oriented	x			x	x
J – Result-oriented		x			x
K – Inspirational		x			
L – Provides intellectual stimulation			x		
M – Committed to colleagues and the organization		x	x	x	
N – Willing to sacrifice self-interest			x		
O – Good at mobilizing the resources needed		x		x	x
P – Works collaboratively				x	
Q – Knowledgeable			x		x
R – Good at learning from mistakes			x		
S – Willing to risk mistakes by employees			x		
T – Open to new ideas		x		x	x
U – Takes all decisions alone	x	x			
V – Involves others in key decisions				x	
W – Always follows procedures	x				

Source: Ricard et al. (2017): Assessing public leadership styles for innovation: a comparison of Copenhagen, Rotterdam and Barcelona. Public Management Review. 19(2), 134–156.

Tab. 4 Descriptive statistics – mean (S.D.).

Region	n	Transactional leadership	Transformational leadership	Interpersonal leadership	Network governance leadership	Entrepreneurial leadership
		Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)
Ústí nad Labem Region	88	2.43 (0.92)	2.10 (0.87)	2.54 (0.96)	2.14 (0.90)	1.98 (0.82)
Karlovy Vary Region	27	2.40 (0.77)	2.06 (0.85)	2.49 (0.95)	2.12 (0.83)	1.91 (0.75)
Moravian-Silesian Region	84	2.44 (0.87)	2.02 (0.87)	2.50 (0.91)	1.91 (0.83)	1.85 (0.79)
All three regions	199	2.43 (0.88)	2.06 (0.88)	2.51 (0.94)	2.04 (0.87)	1.92 (0.80)

Note: Leadership scores for the five types are based on 23 items.
Source: Questionnaire-based own elaboration.

leadership dominates in all the regions and is the only leadership type to have a value under 2, except for Network governance leadership in the Moravian-Silesian Region (the lower the value, the greater the application of the elements of the given leadership type). From this, it can be concluded that local government representatives use elements from the business environment in their operation. Crisis and unexpected sudden situations often arise in municipalities and need to be addressed with a flexible and appropriate approach, as is the case in companies. Local governments in the Moravian-Silesian Region are shown to be much more interconnected with other actors (business and the non-profit sector) than in the Ústí nad Labem Region and Karlovy Vary Region (Blažek and Kyětoň 2022). This interconnection of actors in the Ústí nad Labem Region and Karlovy Vary Region is hindered by a greater concentration of socio-economic barriers and less determination to do something about them compared to the Moravian-Silesian Region (Hlaváček 2012).

Among the other most common leadership types in the Ústí nad Labem Region and Karlovy Vary Region are ones based on attributes such as inspiration, motivation, stimulation and application of visions (Transformational leadership). This type is only in third place in the Moravian-Silesian Region, behind Network governance leadership. Network governance leadership is in third place in the Ústí nad Labem Region and the Karlovy Vary Region. The greater use of Transformational leadership in the Ústí nad Labem Region and Karlovy Vary Region also highlights the greater importance of local government representatives in these regions in planning, promoting and explaining new things and changes to the public (Pileček, Chromý and Jančák 2013).

Transactional leadership is of rather limited importance in all regions, as is leadership based on cooperation where the emphasis is put on communication and maximizing results (Interpersonal leadership). Both leadership types were identified by the representatives as less preferred. The overall differences among the regions in the use of individual leadership types in strategic planning are not very large, but other aspects are examined in the following sections of

the paper, namely the differences between municipality population size and the stability of local government representatives, where significantly higher differences can be expected.

When researching the characteristics of individual leaders, attention was also focused on comparing the application of individual leadership characteristics. Factor analysis was applied for this purpose and the results are presented in Tab. 5.

Tab. 5 Rotated factor matrix.

Factors	1	2	3	4
E – Visible leadership	0.850			
C – Takes initiative	0.778			
A – Good communication skills	0.656			
U – Takes all decisions alone	0.416			
O – Good at mobilizing the resources needed	0.385		0.388	
Q – Knowledgeable	0.381	0.477		
B – Visionary		0.906		
F – Displays a long-term perspective		0.716		
I – Problem-oriented		0.472		
J – Result-oriented		0.418		
S – Willing to risk mistakes by employees			0.763	0.362
T – Open towards new ideas			0.724	
R – Good at learning from mistakes			0.573	
W – Always follows procedures			0.364	0.311
H – Good at gathering information				0.962
P – Works collaboratively				0.714
L – Provides intellectual stimulation				0.327

Source: Questionnaire-based own elaboration.

Tab. 5 shows the results of the factor analysis performed. During testing, it proved most suitable to use four factors that explain 39.44% of information about leadership characteristics. Six leadership characteristics were not significant. Based on the results of the

factor analysis, a classification of four types of leaders was created. The first leader type is referred to as a ‘manager’. They are persons with great coordination skills, who are proactive, communicative and not afraid to make decisions on their own. The second most frequently used leader type is a long-term-oriented and informed visionary who addresses the real problems and needs of the community with an emphasis on real results. This type can be summarized as a ‘practitioner’. The third leader type can be described as a person who has learned from past mistakes and who, within the rules, tries to enable the implementation of new thoughts and ideas, while having the risks properly analyzed. Such a person can be defined as an ‘innovator’. The last type is an inspired, short-term-minded person who takes advice from members of their team or experts and takes care to follow well-established procedures. This type of leader can be termed a ‘bureaucrat’, but this is not the predominant type in the set of monitored municipalities. Tab. 6 shows the percentage of leaders according to the four types in all the regions.

Tab. 6 Leaderships factors.

Factor	Percentage representation of that leadership type
1 (manager)	12.74 %
2 (visionary)	10.85 %
3 (innovator)	9.24 %
4 (bureaucrat)	6.61 %

Source: Questionnaire-based own elaboration.

4.2 Leadership and municipality population size

Research question 2 aims to evaluate the differences in the sets of characteristics of leaders in different municipality size categories during strategic planning. Three size categories were set, taking into account the structure of rural municipalities in Czechia.

Tab. 7 compares the results, while the most commonly applied leadership in strategic planning is again Entrepreneurial leadership, which occupies the first position in all size categories. It is therefore clear that municipality population size is not an important determinant for the more intensive involvement of business characteristics or representatives

of companies in the strategic planning process. One reason for the application of Entrepreneurial leadership in smaller municipalities is their greater flexibility in decision-making and organization of activities, as these municipalities do not have large numbers of employees, unlike cities.

In 2017, Ricard et al. carried out similarly focused research in Copenhagen, Rotterdam and Barcelona and they found Transactional leadership was most commonly used. This leadership type is among the least common in Czech rural areas, whereas it is used the most in European cities. This difference is mainly because large municipal authorities have dozens of officials and complex bureaucratic management, but in small municipalities, most agendas are the direct responsibility of the mayor. As a result, there is a greater potential for the application of Entrepreneurial leadership elements in smaller municipalities.

Entrepreneurial leadership came in second position in metropolitan areas compared to Network governance leadership, and Network governance leadership in third position in metropolitan areas compared to Transformational leadership. The change in the ranking of Network governance leadership highlights the slightly greater use of its elements in the structurally affected regions, i.e. in particular the use of various formal and informal networks between leaders and stakeholders.

On the other hand, there is an evident difference in Transformational leadership, which ranks second in the category of up to 499 inhabitants but third in the categories from 500 to 1,999 and from 2,000 to 9,999 inhabitants. This can be explained by the differing position of the mayor in smaller and larger municipalities. In particular, in municipalities with up to 499 inhabitants, some mayors do not perform their function as a full-time job (i.e., the mayor also has another job), but also, apart from the mayor, there is often very little staff capacity for the administration of the municipality, and this is precisely the reason for the more significant use of Transformational leadership in strategic planning. The importance of a single person and their characteristics are much greater here than in the other size categories.

On the other hand, in larger municipalities, the interconnections of all actors, including the private

Tab.7 Descriptive statistics – mean (S.D.).

Municipality size categories by population	n	Transactional leadership	Transformational leadership	Interpersonal leadership	Network governance leadership	Entrepreneurial leadership
		Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)
up to 499	63	2.32 (0.86)	2.01 (0.86)	2.51 (0.93)	2.08 (0.84)	1.94 (0.79)
from 500 to 1,999	92	2.46 (0.88)	2.05 (0.87)	2.49 (0.95)	1.99 (0.88)	1.88 (0.80)
from 2,000 to 9,999	44	2.52 (0.86)	2.16 (0.87)	2.56 (0.88)	2.08 (0.83)	1.96 (0.80)
all categories	199	2.43 (0.88)	2.06 (0.88)	2.51 (0.94)	2.04 (0.87)	1.92 (0.80)

Note: Leadership scores for the five types are based on 23 items.

Source: Questionnaire-based own elaboration.

and non-profit sectors, are important for successful development, and this also explains Network governance leadership being ranked second in size categories from 500 to 1,999 and from 2,000 to 9,999 inhabitants. Another reason for the greater application of Network governance leadership in these two categories is that in municipalities with less than 500 inhabitants, there are not enough actors interested in participating in the development of the municipality.

The leadership type is based on intensive communication exchange and connections between the leader and others, but that also emphasizes informal relationships (Transactional leadership) is relatively little used in strategic planning. This indicates that many mayors are dominant leaders who, however, want to discuss their decisions with others, while being able to assert their views and rationally justify them. Interpersonal leadership is similarly weaker for analogous reasons.

4.3 Leadership and policy stability

Research question 3 evaluates the differences between the leader characteristics concerning the duration of their work in the municipal council. In Czechia, one standard election period is four years and the main purpose in this part of the analysis is to point out the possible association of experiences of local politicians and to find regularity while applying different leadership types.

Tab. 8 compares the application of individual leadership types in strategic planning according to the number of election periods the leader has had in the municipal council. The first position was taken by Entrepreneurial leadership, which is more significant as the number of election periods rises. From this, it can be concluded that with growing experience in local politics, leaders begin to apply more elements from the business environment and to cooperate more effectively with business representatives.

One important aspect in the use of Entrepreneurial leadership is the level of experience in local government. If a newly elected local government representative has experience in this field, it can be assumed that they will work more flexibly and that

the use of Entrepreneurial leadership elements will be higher compared to local government representatives from outside the field or similar fields, as they must first become acquainted with the agendas and their start will be more complicated. Their use of business leadership elements will be greater in the following election periods if they remain in local government. Another reason for applying Entrepreneurial leadership elements is to establish and build contacts and relationships with representatives of other municipalities, something very often associated with the transfer of experience in the field of local government.

Network governance leadership, i.e., leadership based on the interconnection of entities from all sectors and their cooperation, is in second place among local government representatives in their first, fourth and subsequent election periods. The application of Network governance leadership in strategic planning in the first period can be justified by initial enthusiasm and energy from working in a new position. For the fourth and subsequent election periods, the reason will be experience, a well-established office and a high degree of coexistence with other actors. On the other hand, Transformational leadership ranks second among representatives in their second and third periods.

The role of Transformational leadership in the second and third periods is quite crucial for many leaders as its important feature is to change/transform established processes or activities, and this is what leaders do well in their second and third terms. During their first period, they initially have to get acquainted with most of their agendas and only then have room to make changes. The order in the third position is exactly the opposite. The degree of application of Network governance leadership and Transformational leadership in strategic planning is more pronounced with a growing number of election periods.

Transactional leadership and Interpersonal leadership are the least applied in all size categories, which is predictable given the characteristics of these leaders. The application of the characteristics of both leadership types is more pronounced with a growing number of election periods.

Tab. 8 Descriptive statistics – mean (S.D.).

Number of periods in the council	n	Transactional leadership	Transformational leadership	Interpersonal leadership	Network governance leadership	Entrepreneurial leadership
		Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)
1st period	31	2.65 (0.97)	2.40 (1.00)	2.66 (0.97)	2.22 (0.96)	2.18 (0.92)
2nd period	52	2.49 (0.87)	2.13 (0.86)	2.62 (1.00)	2.15 (0.87)	1.98 (0.81)
3rd period	53	2.34 (0.85)	1.95 (0.81)	2.46 (0.84)	1.97 (0.83)	1.86 (0.74)
4th and subsequent period	63	2.39 (0.80)	1.95 (0.76)	2.40 (0.90)	1.92 (0.81)	1.80 (0.71)
all categories	199	2.43 (0.88)	2.06 (0.88)	2.51 (0.94)	2.04 (0.87)	1.92 (0.80)

Note: Leadership scores for the five types are based on 23 items.

Source: Questionnaire-based own elaboration.

Tab. 9 ANOVA – use of leadership types by number of election periods.

	Sum of squares	df	Mean square	F	Sig.
Between groups	2.169	3	.723	5.775	.001
Within groups	23.035	184	.125		
Total	25.204	187			

Note: Data distribution can be considered normal at 95% confidence level (Shapiro-Wilk test).

Source: Questionnaire-based own elaboration.

Tab. 9 and the multiple comparisons in Appendix 2 show that it was possible to demonstrate differences between the application of individual leadership types in strategic planning in different election periods, unlike in different municipality population size categories. In the case of Transactional leadership, its application differs between local government representatives in their 1st and 3rd periods and between local government representatives in their 1st and 4th and subsequent periods. This is primarily due to the gathering of experience in the performance of their functions because one of the important features of Transactional leadership is highly developed competencies associated with friendly management and excellent communication with citizens. It is also important that municipal representatives receive messages from citizens and work with them.

The same evaluation applies to Transformational leadership, but here it is based on other reasons also related to experience in the field or function. The point here is that the local government representatives need to get acquainted with most agendas or activities in their first period, and then can try to implement changes and adjust/transform processes

in the following periods. We must also emphasize that municipal representatives become more confident in their decisions the longer they are in their functions.

The application of Interpersonal leadership in strategic planning is different for local government representatives in their 2nd and 4th and subsequent election periods. One reason may be that some local government representatives in their 4th and subsequent election periods routinely do part of their agenda and do not fully perceive the problems and needs of their territory and citizens.

In the case of Network governance leadership, there are differences in its application in strategic planning between municipality representatives in their 1st and 4th and subsequent election periods and also between them in their 2nd and 4th and subsequent election periods. In this leadership type, the differences are due to the connections between the local government representatives and other actors from the public and private sectors. An important role is also played here by their professions or the activities they performed before they became local government representatives, as this shows the degree of connection with such actors before becoming part of local government.

Differences in the application of Entrepreneurial leadership in strategic planning are evident between the 1st and 3rd election periods and between the 1st and 4th and subsequent election periods. Here again, the local government representatives' experience and previous professions or cooperation with companies related to the implementation of various public-benefit development activities play a role. Graph 1 also shows that the answers relating to the number of election periods are often quite different.

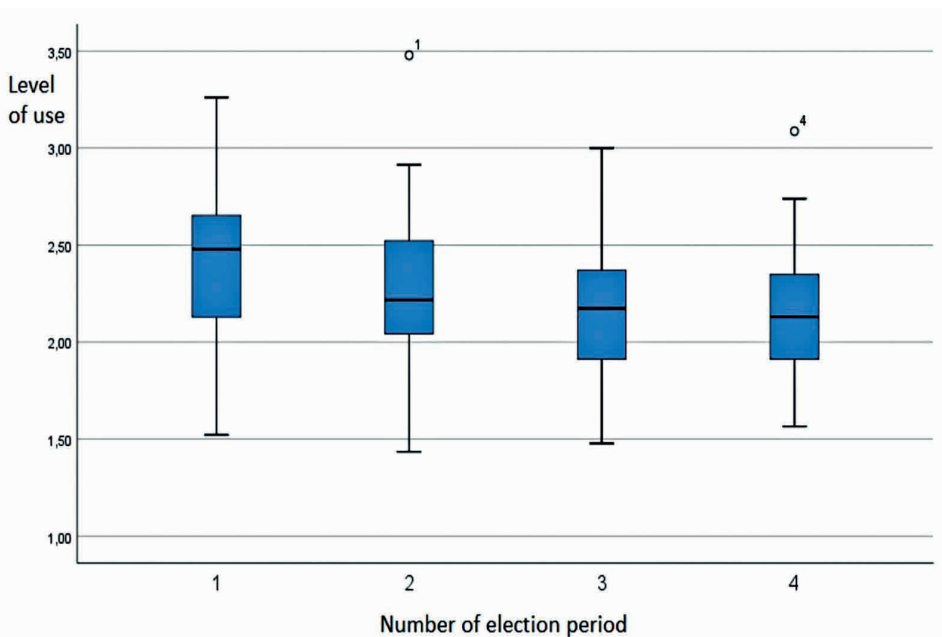


Fig. 1 Comparison of respondents' answers by number of election periods.

Source: Questionnaire-based own elaboration.

5. Conclusion

This paper aimed to understand and clarify different types of innovation leadership in strategic planning in structurally affected and transforming regions, and to compare their approaches in terms of settlement differentiation (i.e., municipality population size) and the continuity/stability of municipal representatives in their functions using the example of Czechia. The paper works with five types of innovative leadership, which have already been used or somewhat used in other studies (Lewis, Ricard and Klijn 2018). Although the definitions of the individual leadership types and their properties have limits, they are still sufficient for use in this research.

Differences were identified as part of a general comparison of the application of the characteristics of leaders in strategic planning between the Ústí nad Labem Region, Karlovy Vary Region and Moravian-Silesian Region. However, Entrepreneurial leadership is most used in all these regions because the elements of this leadership type are often very important for the functioning of municipalities. The main difference is that the second place is occupied by Network governance leadership in the Moravian-Silesian Region, while Transformational leadership took the same place in the Ústí nad Labem Region and Karlovy Vary Region. In other words, it was found that local government representatives in the Moravian-Silesian Region communicate and cooperate with public and private sector actors more than the representatives in the Ústí nad Labem Region and Karlovy Vary Region (Blažek and Květoň 2022). Intensified communication and cooperation are likely to be reflected in the economic field, as this region has been growing dynamically in recent years, and communication among the major regional actors is perceived as a driver of the region's current evolutionary trajectory (Blažek et al. 2019). Representatives of local governments in the Ústí nad Labem Region and Karlovy Vary Region exhibit a greater determination to change established processes and ways of implementing various activities compared to their counterparts in the Moravian-Silesian Region, yet they lack sufficient personnel and financial capacities, and this is reflected in the slow changes in the region's economic structure and overall quality of life.

Furthermore, dependence between the leadership types and the stability/continuity of local government representatives in strategic planning was proved, but dependence between the leadership types and the municipality size categories was not. First of all, it is important to emphasize that Entrepreneurial leadership becomes increasingly important as the number of election periods enjoyed by a representative grows. In other words, leaders begin applying elements from the business environment more and cooperate more effectively with company representatives as they gain more experience in local politics. In the first period (but also in the fourth and subsequent periods)

Network governance leadership is also applied, i.e., leadership based on the interconnection of entities from all sectors and their cooperation. In the first year, the situation is more initial enthusiasm, while after four or more periods, it is more the experience and knowledge of the local environment that favours this type of leadership. On the other hand, Transformational leadership is more typical for the second and third periods, as these usually feature efforts to change/transform established processes or activities in the municipality/region.

The topic of applying different leadership types has potential research opportunities in the field of local governments, but also public administration. Either surveys on a similar principle on the same topic can be carried out in other regions of Czechia or Central Europe, or it is possible to monitor the application of leadership in other public administration activities. There is considerable potential for comparison within CEE, as these are post-socialist countries that have had to undergo a social transformation, while there were no elites at any levels of state administration and local government, meaning they had to gradually develop. Therefore, it can be assumed that leadership supported by an increase in the quality of the institutional environment can significantly influence development in these regions.

Making comparisons using research carried out in the Western European metropolises of Copenhagen, Rotterdam and Barcelona (for more see Ricard et al. 2017), we can state that the application of individual leadership types in structurally affected regions seems different, as Transformational leadership was more often applied than Entrepreneurial leadership. This means that leaders in structurally affected regions use more elements of the business environment in their work, unlike leaders in metropolitan areas, who make their decisions after communication with stakeholders and using other elements of interaction with the environment. The main reasons for the above differences include the different ways of development of public administration, i.e., the differences between the democratic and socialist establishment of individual states in the past (Grabher and Stark 1997), but above all the fact that the metropolitan areas and structurally affected regions function very differently. Other causes include for example, differences in the use of social capital, the degree of institutional density and the style and implementation of regional policy (Sotarauta, Horlings and Liddle 2014). Given the comparable characteristics of structurally affected regions in Central and Eastern Europe, the situation in these regions can be expected to be similar.

Furthermore, a recommendation for future research is to evaluate data obtained through a questionnaire survey based on other attributes. This paper deals with regional comparisons, comparisons between municipality size groups, and the number of periods of office of local representatives. However, we

can suggest making comparisons between full-time and part-time, male and female, and different age categories of local government representatives, another possibility for future research.

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Appendix 1 The questionnaire

Leadership characteristic	Question in the questionnaire
A – Good communication skills	Were you the moderator of most public meetings on the community development program?
B – Visionary	Do you have a clear vision of the future of the municipality?
C – Takes initiative	Were you the initiator of the creation of the community development program?
D – Authoritative	Did you personally refuse to include a project in the community development program?
E – Visible leadership	Were you the predominant coordinator of the process of creating a community development strategy?
F – Displays a long-term perspective	Do you have a clear vision of the future of the village in 10 years?
G – Displays a short-term perspective	Do you plan the development of the municipality for one election period, i.e. do you not start activities that could exceed it?
H – Good at gathering information	Were citizens involved in the creation of the community development program?
I – Problem – oriented	Do you think that all the real problems and needs in the municipality were sufficiently taken into account when creating the development strategy of the municipality?
J – Result – oriented	Are the specific results of the projects planned in the community development program already visible?
K – Inspirational	Did you look for inspiration in other municipalities/regions when formulating goals, activities and specific projects for the community development strategy?
L – Provides intellectual stimulation	Did you use the help of a professional external entity in the creation of the community development strategy?

M – Committed to colleagues and organization	Were the representatives active in creating the community development program?
N – Willing to sacrifice self-interest	Did you have any private personal interest in creating the community development program that you were able to suppress? (promoting this interest would gain an economic or another advantage for you or your family)
O – Good at mobilizing the resources needed	When planning projects for the community development strategy, did you address their future financing?
P – Works collaboratively	Were local non-profit organizations (associations), entrepreneurs, or other entities involved in the creation of the community development program?
Q – Knowledgeable	Do you think that you have sufficient knowledge of official methodologies and procedures related to the creation of a community development program?
R – Good at learning from mistakes	Did you take into account the shortcomings in the creation and implementation of previous strategic documents of the municipality?
S – Willing to risk mistakes by employees	Do you have the risks of possible project implementation mentioned in the community development strategy?
T – Open to new ideas	Do you have a project in the community development strategy that can be described as a SMART project?
U – Takes all decisions alone	Did you make most of the key decisions about future projects listed in the community development program yourself?
V – Involves others in key decisions	Were the municipal representatives involve in most of the key decisions concerning future projects listed in the municipal development program?
W – Always follows procedures	Did the process of creating the community development program respect these official methodologies and procedures?

Appendix 2 Multiple Comparisons – use of leadership types according to the number of election periods

Tukey HSD

Dependent Variable	(I) Number of election periods	(J) Number of election periods	Mean Difference (I–J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Transactional leadership	1	2	.16276	.10011	.367	-.0968	.4223
		3	.34224*	.09975	.004	.0836	.6009
		4	.26807*	.09727	.032	.0159	.5202
	2	1	.16276	.10011	.367	-.4223	.0968
		3	.17948	.08536	.156	-.0418	.4008
		4	.10531	.08245	.579	-.1084	.3191
	3	1	-.34224*	.09975	.004	-.6009	-.0836
		2	-.17948	.08536	.156	-.4008	.0418
		4	-.07417	.08201	.803	-.2868	.1384
	4	1	-.26807*	.09727	.032	-.5202	-.0159
		2	-.10531	.08245	.579	-.3191	.1084
		3	.07417	.08201	.803	-.1384	.2868
Transformational leadership	1	2	.26906	.10413	.051	-.0009	.5390
		3	.44580*	.10337	.000	.1778	.7138
		4	.46042*	.10079	.000	.1991	.7217
	2	1	-.26906	.10413	.051	-.5390	.0009
		3	.17674	.08891	.196	-.0538	.4072
		4	.19136	.08590	.120	-.0314	.4141
	3	1	-.44580*	.10337	.000	-.7138	-.1778
		2	-.17674	.08891	.196	-.4072	.0538
		4	.01462	.08498	.998	-.2057	.2349
	4	1	-.46042*	.10079	.000	-.7217	-.1991
		2	-.19136	.08590	.120	-.4141	.0314
		3	-.01462	.08498	.998	-.2349	.2057

Dependent Variable	(I) Number of election periods	(J) Number of election periods	Mean Difference (I–J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Interpersonal leadership	1	2	–.00217	.10035	1.000	–.2623	.2580
		3	.17531	.09999	.299	–.0839	.4345
		4	.23328	.09750	.082	–.0195	.4861
	2	1	.00217	.10035	1.000	–.2580	.2623
		3	.17748	.08556	.165	–.0443	.3993
		4	.23545*	.08264	.025	.0212	.4497
	3	1	–.17531	.09999	.299	–.4345	.0839
		2	–.17748	.08556	.165	–.3993	.0443
		4	.05797	.08220	.895	–.1551	.2711
	4	1	–.23328	.09750	.082	–.4861	.0195
		2	–.23545*	.08264	.025	–.4497	–.0212
		3	–.05797	.08220	.895	–.2711	.1551
Network governance leadership	1	2	.07456	.10509	.893	–.1979	.3470
		3	.26249	.10471	.062	–.0090	.5340
		4	.31437*	.10210	.013	.0497	.5791
	2	1	–.07456	.10509	.893	–.3470	.1979
		3	.18793	.08960	.158	–.0444	.4202
		4	.23981*	.08654	.031	.0155	.4642
	3	1	–.26249	.10471	.062	–.5340	.0090
		2	–.18793	.08960	.158	–.4202	.0444
		4	.05188	.08608	.931	–.1713	.2750
	4	1	–.31437*	.10210	.013	–.5791	–.0497
		2	–.23981*	.08654	.031	–.4642	–.0155
		3	–.05188	.08608	.931	–.2750	.1713
Entrepreneurial leadership	1	2	.19353	.09937	.212	–.0641	.4512
		3	.31891*	.09864	.008	.0632	.5747
		4	.38327*	.09619	.001	.1339	.6327
	2	1	–.19353	.09937	.212	–.4512	.0641
		3	.12538	.08484	.453	–.0946	.3454
		4	.18975	.08198	.098	–.0228	.4023
	3	1	–.31891*	.09864	.008	–.5747	–.0632
		2	–.12538	.08484	.453	–.3454	.0946
		4	.06436	.08110	.857	–.1459	.2746
	4	1	–.38327*	.09619	.001	–.6327	–.1339
		2	–.18975	.08198	.098	–.4023	.0228
		3	–.06436	.08110	.857	–.2746	.1459

* The mean difference is significant at the 0.05 level.

Note: 1 – first election period, 2 – second election period, 3 – third election period, 4 – fourth and more election periods.

Source: Questionnaire-based own elaboration.