

Strengthening Local Governance - An Exploratory Analysis of Connective Leadership in Local Government Organizations: Case study of Gujrat, Pakistan's Public Administrative Perspective.

Sulman Naeem Mirza (Ph.D.)

Department of Management; Cardiff Metropolitan University, UK.

Email: salmirza@live.co.uk

Abstract

This paper responds to the global demand for leadership that transcends conventional hierarchies and encompasses collaboration inclusiveness and is adaptable. It investigates application of Lipman-Blumen's (1996; 2017) connective leadership model in Pakistan's local government organisation focusing on leadership behaviours of management. By using qualitative case study methodology and data obtained from 20 semi-structured interviews with top management and middle to lower level management in various sectors of LG. This study reveals that the Connective Leadership Model improves governance through public private partnerships, citizen collaboration, engaging with local NGO's and other philanthropic initiatives. Public administrator's effectively employed three achieving styles; Instrumental (emphasise on structure and accountability, Relational (cultivate trust and inclusion) and Direct (prioritize decisive actions for rapid problem solving). Balancing these styles helps public administrators to navigate the complexities of local governance, management achieve both short and long-term goals. The study contributes to leadership literature by descriptively demonstrating its role in promoting responsiveness, inclusiveness, and efficiency in multi sectoral governance hence, promotes community participation and stakeholder engagement. Study offers actionable strategies for policy makers to strengthen local governance systems through leadership that align with global best practices and address regional challenges. This study lays the foundation for a sustainable governance and initiate the debate for future research.

Keywords: Governance, Connective Leadership, Civic Engagement, Local Government, Pakistan, Public Sector Effectiveness, Stakeholder Collaboration, UN, Sustainable Development Goals, (SDG 16), Gujrat.

DOI: 10.7176/PPAR/15-1-01

Publication date: January 30th 2025

1: Introduction

Collaborative efforts by organizations such as (UN, 2023) promote a shared commitment to addressing the structural and operational deficiencies of the current public governance system. Their agenda reflects a recognition of the need for reforms that prioritize, e.g., accountability inclusivity as well as resilience (World Economic Forum, 2024).

A dialogue platform i.e., Doha Forum (2024) and Shanghai Cooperation Organisation (SCO, 2024) highlighted the challenges facing governance today in the form of interconnectedness. They stressed the need for dialogue, diplomacy, inclusivity and diversity as the basis for solutions. Both institutions support stressed the need for action oriented practices and policies that foster sustainable cooperation. On the contrary, (SCO, 2024) focuses on governance challenges in the form of poverty, empowerment of communities, security and peacebuilding and aim to promote equitable solutions through regional connectivity and cooperation.

These institutions attempts to establish resilient governance framework that can address the complexities of global landscape and contribute to the evolving discussion on public governance that aligns strategies and

techniques with the principles of transparency, justice, and sustainability. The current global situation demands a new form of leadership that goes beyond the traditional hierarchical model and embrace inclusivity, adaptability, and quickly responds to diverse environmental contexts.

This change is visible in reform programs supported by international development organisations such, UN, WEF, SCO, and Doha Forum. In this context, study attempts to empirically investigate Lipman-Blumen, (1996; 2017) connective leadership framework that emphasizes on collaboration, inclusivity, and adaptability within globally connected world and examine its impact at the local government level of Pakistan, because public governance in 21st century demands a shift from traditional leadership hierarchies defined by their contextual limitations, evident in calls from international development organisations instead calls for governance and leadership that focus on citizen engagement, represents interests of all citizens, include marginalised population and ensure sustainable, equitable access to resources.

Joint efforts of international development agencies together with strengths of connective leadership (1996; 2017) it presents a strong argument for adopting this approach. According to the needs of local government governance it aligns seamlessly to navigate the complexities of modern governance as it offers perspective on participatory leadership practices and emphasizes the importance of meaningful relationships to bridge diverse connections and achieve shared objectives.

In today's intricate environment this approach recognizes that success is not solely reliant on individual authority instead it hinges on the ability to build and utilize networks that enhance collaboration.

Keeping in view the challenges brought by globalisation, technological evolution and societal diversity on both macro and micro levels of the public governance, (Lipman-Blumen, 1996; 2017) designed leadership model to bridge the divides e.g., cultural, organisational, or intersecting-perspectives. This approach marks a change from traditional hierarchies of leadership, e.g., individualistic and view leaders as facilitator/s of cooperation, collaboration instrumental in change. As Lipman-Blumen, (2000) described that ability to connect with various stakeholders is not just a trait but extremely important in intricate environment.

Connective leadership model especially relevant in contexts where traditional leadership approaches and models falter by their inability to adapt to multi-faceted challenges and complex environments. Moreover, it encourages leaders to embrace relational thinking and mobilize resources from internal and external networks to establish sustainable solutions. This adaptability is instrumental in modern organisational settings where challenges often span multiple sectors and demands collective effort/s e.g., corporate social responsibility and global health initiatives highlights significance of building partnerships across industries one of the characteristics of connective leadership (Lipman-Blumen and Kezar, 2017).

Contrary to theoretical foundations connective leadership finds resonance in the real world as case studies by (Appleby, 2005; Clyne, 2011; Heppel, 2011; Eighmy, 2013; Robinson, 2016) from corporate, political, and not-for-profit sectors illustrates its effectiveness in promoting innovation, increasing organisational resilience, and solving systemic problems, e.g., Lipman-Blumen, (2000) analysed corporate leadership and underscores how leadership can drive inclusive practices and cross cultural collaboration can drive innovation. Similarly non-profit sector demonstrates the strengths of connective leadership through philanthropic initiatives. i.e., Bill and Melinda Gates Foundation which leverages its networks and partnerships to address complex challenges (Lipman-Blumen and Kezar, 2017).

1.2: Aim and Objective: Current study aims to analyse theoretical foundations, explore connective leadership model (1992; 1996; 2000; 2017) and assess its relevance in contemporary contexts particularly within environments characterized by diversity, interdependence, and rapid change and seek to highlight its potential and leadership effectiveness for promoting inclusivity, collaboration, and adaptability in local government organisation settings operating in multi-sector collaborative environments in Pakistan. There is a significant need for more empirical research on Connective Leadership within the local government as this concept remains largely understudied. This argument is also supported by (Sun and Anderson, 2013) and argued that 'Connective Leadership' lacks focus on multi sector collaboration.

Moreover, no existing research has been identified that specifically investigates Connective Leadership within the Pakistani public services context operating under a fragile socio-political environment. Hence, current study scholarly add value to leadership literature by exploring its application in a unique and understudied context.

2.0: Literature Review

Framework of connective Leadership conceptualized by (Lipman-Blumen, 1996) represents a significant evolution in leadership theory emphasizing adaptability, inclusivity, and collaboration in an increasingly interconnected world. This model developed due to the limitation of traditional hierarchical leadership styles often struggle to navigate complexities of diverse and dynamic environments (Lipman-Blumen, 2000). It aligns with demands of globalization, diversity, and rapid technological advancement by fostering connections across cultural, organizational, and individual boundaries.

Lipman-Blumen, (2000) introduced the Achieving Styles framework a foundational element of connective leadership model. This framework identifies nine achieving styles categorized into; Instrumental, Relational, and Direct clusters. Direct styles emphasize personal drive and initiative relational styles focus on collaboration and interpersonal connections and instrumental styles leverage networks and resources. This multifaceted approach allows leaders to tailor their strategies to specific challenges and makes the model relevant in complex and interdependent environments. The ability to balance these styles highlights the versatility required of leaders in the contemporary context. In connective leadership model the relational dimension is based on theories that prioritize interpersonal relationships, collaborative problem solving, focuses on promoting trust, mutual respect for connective approach (Lipman-Blumen, 1996). Built on these principles connective leadership extends its focus to include and engage with external stakeholders recognizing that success depends on the ability to forge alliances beyond organisational and internal teams.

Connective leadership is relevant to organisations where inclusivity and collaboration is associated with increased employee performance (Lipman-Blumen, 2000) e.g., IBM global leadership programs exemplify connective leadership in practice and focus on collaboration among teams and promote cross-cultural understanding reflecting adaptability and inclusivity. Whereas; from American political perspective (Lipman-Blumen, 2017) argued that Barack Obama presidency served as relational leadership behaviour. Obama's ability to ideologically bridge divides and promoted inclusive policies showcases symbol of relational and instrumental achieving styles within American context. Similarly, Bill and Melinda Gates Foundation drives systemic change by partnering with governments, corporations, and local communities to tackle global health issues, i.e., polio eradication, and sanitation access are effective examples of connective leadership. This approach is important for leveraging networks within connective leadership to achieve significant impact.

However, critics argue that this model can be difficult to implement in hierarchical or resource-limited environments (Lipman-Blumen, 2000). Organizations with entrenched power structures may resist the collaborative and inclusive practices that are required to translate connective leadership model into practice. However, this article argues that balancing act between inclusivity and decisiveness for connective leaders requires high degree of emotional intelligence and strategic agility skills that are not always comprehensiveness and decisiveness for connected leaders requires certain level of emotional intelligence and strategic agility that is not always common among leaders.

Furthermore, cultural factors may also influence the application of connective leadership in societies created on hierarchical norms e.g., tribal leaders may require significant adjustments to their traditional style of leadership. However, (Lipman-Blumen, 1996) recognise that connective leadership is designed to thrive in cultural and organisational contexts that values inclusivity and diversity thus its principles must be adapted in which it is applied.

To move towards sustainability development goals of UN, 2030 agenda recent studies have expanded the scope of connective leadership role in addressing global challenges. Ritz, (2021) advocated connective leadership offers valuable framework as it emphasizes the integration of diverse perspectives and mobilization of collective actions this view is in line to the UN sustainable development goals 2030 vision requiring coordinated efforts across sectors and regions.

In general the literature defines connective leadership as a model that addresses complexities of contemporary leaderships by prioritizing connectivity, coordination, collaboration, inclusivity, and adaptability. As globalization and technological advancements continue the relevance of connective leadership is likely to increase.

2.1: Understanding of Connective Leadership and Exploring Connective Leadership: Theory and Practice

Connective leadership is highly relevant in public sector organisation in this study i.e. local government organisation as it operates in across cultural, functional and geographical boundaries as it integrates emotional intelligence, personal competence, and systems thinking that aligns organisational objectives effectively.

Connective leadership is modelled to address the increasing interdependence and complexities of modern organisations demand for governance and underscore the significance of building relationships, foster inclusivity, and respond to diverse and dynamic environment and is different from traditional hierarchical leadership models. Emphasis is placed on building collaborative networks and participatory decision making a democratic ethos that promote sense of belonging among participating citizens thus, reflects the collective interests of the community and build trust between government sector and its service users.

Connective leadership involves bridging differences between stakeholders and enable collaborative problem solving and promotes a shared vision for success. This approach recognises the value of diverse perspectives and by leveraging those perspectives promote creativity and innovation. Uhl-Bein, (2006) builds on this and situate connective leadership within relational leadership theory which highlights interpersonal dynamics and foster trust to achieve shared results. i.e., in organisations or multifunctional teams as connective leaders can use strategies such as being an active listener and cultural mediation to improve collaboration even if their perspectives and priorities are different based on mutually exclusive interests. Another important component of connective leadership is cultural intelligence as highlighted by (Solomon and Steyn, 2017) who argued that effective leadership in various fields requires the ability to interpret and adapt to different cultural contexts reduces cultural misunderstanding by opting for most appropriate leadership style.

This capability allows connective leaders to navigate the complexities of public governance and manage teams ensuring that all members and participating actors feel valued and engaged enabling public administrators to create a sense of belonging and mutual respect.

2.2: Public Administration and its relevance to Connective Leadership Styles

Public administration demonstrated by recent case studies across various global contexts in Netherlands (Moneik et al, 2024), Romania (Berceanu, et al, 2024) in Pakistan (Naeem, 2024; and Din et al, 2023) Indonesia (Sri et al, 2020) Scotland (Docherty, 2020) increasingly moves beyond traditional hierarchical frameworks, emphasising the importance of collaboration and relationship building in public administration.

And this shift aligns exquisitely with the principles of Connective leadership, a model that emphasizes on collaboration, relationship building and inclusive decision-making. Unlike traditional leadership models that rely on hierarchical structures i.e., top-down authority whereas, connective leadership fosters an environment where leaders work to empower communities, build networks, and facilitate shared decision-making processes. This model is particularly relevant in settings that require the coordination as well as collaboration among diverse stakeholders such as in local government e.g., bureaucrats (leaders) engage with citizens, government officials, and other community actors in collaborative efforts.

This approach thrives in settings where bureaucrats (leaders) interact with citizens, government officials, and other community actors and aim to build trust, facilitate open dialogue, and foster collaborative problem-solving for common good. This approach enables leaders to navigate complex relationships, harness the collective wisdom of stakeholders, and ultimately achieve common goals that benefit the entire community.

As (Lipman-Blumen, 1996; 2017) posits that leaders in modern complex societies must be able to build a seamless web of people, organizations, resources, and information to solve shared problems effectively. Thus, this makes connective leadership model well-suited for addressing the challenges of local governance particularly in contexts like Pakistan, where social cohesion and community involvement are essential for effective governance and can help address unique challenges such as, limited resources, diverse cultural background, and history of political instability. Hence, can contribute to build a more resilient and responsive local government system that truly is citizen focused and serves the needs of local citizens.

2.3: Styles of Connective Leadership

(Lipman-Blumen, 1996; 2017) identified **three key categories** of leadership styles within the connective leadership framework, each reflecting different aspects of leadership behaviors. These categories include:

2.3.1: Direct Leadership Styles:

The Direct Set;

According to (Lipman-Blumen, 2000; 2017) Individuals who focus on direct mastery employ three distinct behavioural styles:

Intrinsic: These individuals find satisfaction in personally mastering tasks and achieve perfection. They set internal standards of excellence, striving to surpass their previous best performance. They thrive on challenging

themselves and maintaining control over both the goals and the methods used to achieve them (Lipman-Blumen, 1996; 2017).

Competitive: Individuals driven by competition seek to outperform others. Their focus is on external standards of excellence, aiming to be the best, even if it doesn't surpass their personal best (Lipman-Blumen, 1996; 2017). They typically maintain control over objectives and the methods used to achieve those goals.

Power: Those exhibiting power-oriented behaviour thrive on having complete control over situations in hand and people (Lipman-Blumen, 1996; 2017). They create structure/s, order out of chaos and assign tasks to others resultantly maintaining control over outcomes.

2.3.2: The Instrumental Set;

The instrumental set encompasses behaviours employed by individuals who cultivate and optimize their interactions with others to achieve shared objectives (Lipman-Blumen, 1996; 2017). This set comprises three behavioural categories: personal, social, and entrusting.

Personal. According to Lipman-Blumen, (1996) Individuals who prefer personal behaviour heavily relies on persuasive skills, charisma, and past accomplishments this includes, their personal achievements and family status to gain support to their goals they also seek to control both the desired outcomes and methods used to achieve it.

Social: those who favour social behaviour achieve their objectives by building networks of associates, then they strategically select individuals with specific skills, experience, or connections (Lipman-Blumen, 1996; 2017). This approach like others also retains control over both the means and the ends.

Entrusting: on the other hand; assumes that everyone within the group is capable of accomplishing the necessary tasks (Lipman-Blumen, 1996). After establishing the shared goal, those who practice this behaviour readily delegate the means of achieving it to subordinates confident in their ability to complete the task often promote talents and foster innovation and creativity (Lipman-Blumen, 2017).

2.3.3: Relational Leadership Styles:

Individuals who exhibit relational behaviour focus on enabling others to achieve their goals, either directly or indirectly, simply celebrating their success (Lipman-Blumen, 1992; 1996; 2017). They accept predetermined goals and the methods used to achieve them. The set of behaviours encompasses three categories; collaborative, contributory, and vicarious (Lipman-Blumen, 2017).

Collaborative: According to (Lipman-Blumen, 1996) Individuals who favour collaborative behaviour appreciates the sense of camaraderie that comes from working alongside others. They embrace goals and methods established by the group. They are willing to share both the recognition and responsibility for the outcomes of their collective efforts, whether successful or not (Lipman-Blumen, 1996; 2017).

Contributory: Those who prefer contributory behaviour find satisfaction in supporting others success from behind the scenes (Lipman-Blumen, 1996). They generally accept pre-established goals and contribute according to predetermined methods. They don't seek public recognition, finding fulfilment simply in knowing they played a part in someone's achievement (Lipman-Blumen, 1996).

Vicarious: Individuals who favour vicarious behaviour choose not to actively participate in achieving goal (Lipman-Blumen, 1996; 2017). Instead they experience a strong sense of personal accomplishment or failure based on their identification with an achiever, whether it's family or complete strangers. They do not retain control over either the methods or the final outcome (Lipman-Blumen, 1996; 2017).



Ref: (Lipman-Blumen, 1992; 1996; 2017)

2.4: Pakistan Local government Context

Local government which is a subset of state government at local level operating multiple local sectors and departments i.e., health, education, civil defence, infrastructure development, agriculture. And Pakistan's local government operates within a complex framework grappling with significant challenges in achieving efficiency, transparency, and economic impact (Naeem, 2024). Inefficiencies in public investments, particularly in infrastructure and procurement processes have been a persistent issue. For example, inefficiencies in the transport sector cost the economy 4–6% of GDP annually, emphasizing the urgent need for better logistics and infrastructure to reduce business costs and improve service quality (Siddiqui, 2022). Similarly, delays and budget overruns in infrastructure projects due to administrative shortcomings, market risks, and weak governance further strain economic performance (Nisar & Asif, 2023). Government enterprises have shown limited post-privatization improvements in efficiency, underlining the necessity of robust frameworks for successful transitions (Faraz & Samad, 2022). Unequal resource distribution also hinder the effectiveness of public investments while inefficiencies in procurement result in billions of dollars in wasted resources demanding advanced decision support systems for optimized processes (Ahmed & Ammad, 2021; Khan et al., 2020).

According to (Naeem Mirza, 2022; and Sulman, 2024) Political agendas and power dynamics often hinder citizen development and community projects by prioritizing personal or party interests over public needs and resultantly marginalise the public-centric projects and interests. Resource misallocation, favouritism, and political conflicts delay progress, erode citizens trust on public organisation (Naeem Mirza and Iqbal, 2024).

Therefore, it is in this context that leadership within the local government is equally pivotal influencing organizational efficiency, improving local public service, citizen satisfaction, and service delivery. However, challenges like bureaucratic inertia, limited accountability, and evolving employee needs complicate leadership effectiveness. Evidence from studies reveal that responsible leadership, particularly in higher education, significantly enhances employee creativity, especially when supported by perceived organizational backing, reflecting the importance of relational leadership styles in public institutions (Hameed et al., 2023). Servant leadership which fosters self-efficacy and life satisfaction, holds potential for improving employee outcomes through authentic and ethical practices (Latif et al., 2022). Yet, leadership styles like despotic leadership negatively impact agility though moral identity can mitigate such effects (Latif et al., 2023).

Emotional competencies are crucial for successful project outcomes while responsible leadership particularly in higher education institutions, enhances creativity and performance when supported by organizational backing (Ahmed & Lodhi, 2021; Sarwar et al., 2023). Although concept of ethical leadership is admired but there are gaps in relation to accountability and fairness and reflect a discrepancy between expectations and practice (Hameed et al., 2023). Commitment to sustainable leadership is true in higher education helps leaders to develop a deeper understanding systemic issues and drive further organisational performance (Bibi and Akhtar, 2020). In addition to this motivation and performance in public services are greatly influenced by leadership behaviours due to cultural complexities. This points to the need for a more flexible leadership approaches (Verka et al, 2024). This is why solving these challenges requires aligning leadership practices with ethical and emotional competencies while promoting an environment conducive to transparency, accountability, and innovation for

sustainable governance of public sector organisation, therefore, Pakistan offers an ideal environment to explore Lipman-Blumen, (1996; 2017) behavioural model in public sector service delivery.

3.0: Research Methodology

In this study; a qualitative case study method is used to explore leadership practices and organizational dynamics within Pakistani local governments. A case study design was appropriate for investigating complex phenomena in real-life contexts it provides rich contextual insights (Yin, 2014) as it allows for in-depth analysis of leadership practices and their impact on local government organisation's outcomes in Pakistan. Data is collected by using semi structured interviews with 20 participants (Hennink and Kaiser, 2022) including local government officials and leaders from administrative and managerial levels. Semi-structured interviews were chosen due their flexibility it allows participants to describe their experiences in details and ensure that core research questions are addressed (Bryman, 2016).

Participant sample was selected using purposive sampling to ensure representation from diverse roles and hierarchical levels within the local government. Participants were contacted through formal organizational channels, and consent was obtained prior to collecting the data. The interviews were guided with open-ended questions covering themes such as leadership styles i.e. Connective leadership. Each interview lasted 45–60 minutes and was recorded with participant consent to ensure accuracy.

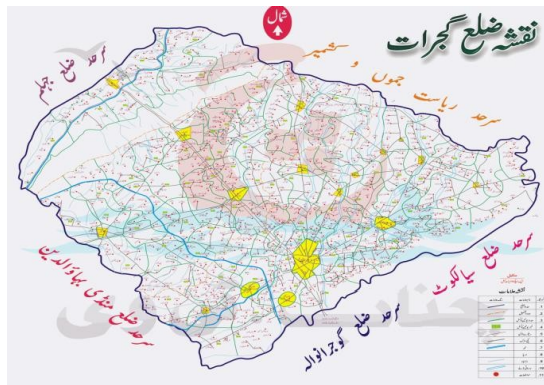
Data analysis followed a thematic approach, wherein transcripts were coded and categorized to identify recurring patterns and themes (Clarke & Braun, 2014). Data saturation was achieved when no new insights new codes and categories emerged from the data (Hennink and Kaiser, 2022). Data triangulation was employed by cross-referencing (Patton, 2015) interview data with diverse participants (Bryman, 2016) multiple sources of information. The rich and thick deep descriptions (Cresswell & Poth, 2018) strengthened the reliability of findings. This study complies with ethical consideration. And this incudes confidentiality, and anonymity of participants.

3.1: Case Site – Punjab- Gujrat

Strategically situated on the banks of the Chenab River in Punjab, Pakistan, presents a compelling case study of regional development and cultural evolution.



Ref: Government of Punjab.



Ref: Survey of Pakistan

Due to important and influential role in country wide governance related reforms policy implementation and service delivery local government organisation was selected as a case study in Pakistan, as it operates in complex and multi-sector local public sector departments covering administrative, operational and technical functions of public governance. Civil leaders: ranging from senior public administrators – middle level to lower level officials were selected to offer their unique perspectives on the hierarchy and functions. This context offers a perfect research settings for exploring the practices of leadership, participatory processes and their impact on organisational performance in Pakistan. The insights generated in this study are relevant to local government organisation's thus, can be generalized in Pakistan.

3.2: Findings

This section describes (Lipman-Blumen, 1996; 2017) connective leadership behavioural variables i.e., Instrumental, Relational and Direct. It examines how these achieving styles appear in leadership practices in multi-sector collaborative environment providing insights into their impact on organizational dynamics and outcomes.

3.2.1:

Theme 1: Instrumental Achieving Style

Subtheme: Structured Collaboration in Multi-Sector Governance

Local government leadership prioritizes structured, instrumental approaches to align stakeholders, manage resources, and achieve measurable outcomes. This involves coordinating across sectors, leveraging public-private partnerships, and engaging in philanthropic activities to effectively address community needs.

Table 1: Author.

Theme	Subtheme	Role	Participant	Example
1: Instrumental Achieving Style	Structured Collaboration in Multi-Sector Governance	Senior Management	Participant 1	"I ensure structured processes across departments to align organizational goals, such as coordinating with health, education, and infrastructure sectors to implement district-level development plans."
			Participant 2	"Collaborating with external stakeholders, including private companies, helps secure critical resources for public-private partnership initiatives, like building and extending communal projects, i.e. local cancer hospital, pathology labs, extension block in DHQ as well as in local schools."
			Participant 3	"I set measurable benchmarks, such as vaccination rates and school enrolment targets, to evaluate the performance of health and education departments."
			Participant 4	"Leveraging the local information on district demographics informs strategic decisions for resource allocation and development priorities."
			Participant 5	"Negotiations with philanthropic organizations often catalyse additional funding for district-level projects, like clean water initiatives and healthcare programs."
			Participant 6	"I ensure the integration of disaster management frameworks with health and education systems for rapid response during emergencies."

			Participant 7	"I manage collaborations with NGOs to establish vocational training centres at the district level."
			Participant 8	"Developing partnerships with philanthropic groups helps ensure the sustainability of public health campaigns."
			Participant 9	"I oversee interdepartmental task forces to streamline operations for large-scale development projects."
			Participant 10	"I ensure the alignment of public-private initiatives with district-level development plans to meet local priorities."
		Middle to Lower Management	Participant 11	"I follow clear instructions from senior management to ensure team members implement assigned tasks, such as coordinating vaccination drives at the village level and other communal tasks."
			Participant 12	"Optimizing the use of available resources, like vehicles and logistics, is my primary focus when managing workloads for local infrastructure repair projects."
			Participant 13	"Regular reporting on ongoing projects, such as school renovation under public-private partnerships, helps me identify bottlenecks and suggest solutions to higher management."
			Participant 14	"I implement structured workflows, like task schedules and monitoring checklists, to ensure the timely completion of given tasks for collaborative programs."
			Participant 15	"I coordinate with other departments, such as health and disaster management, to access tools and resources needed for effective emergency response."
			Participant 16	"I ensure compliance with district policies while managing logistical challenges during disaster recovery efforts."
			Participant 17	"Supervising the delivery of education kits in remote areas helps ensure program objectives are met within deadlines."
			Participant 18	"Collaborating with field teams to monitor public-private initiatives ensures project continuity and accountability."
			Participant 19	"I prepare detailed progress reports for philanthropic donors to maintain transparency and encourage continued funding."
			Participant 20	"I coordinate with district health officials and private entities to set up mobile health clinics in underserved areas."

The **Instrumental Achieving Style**, as outlined in Lipman-Blumen's (1996) Connective Leadership model emphasizes pragmatic goal-oriented approaches that integrate structure, collaboration, and individual effort to achieve organizational objectives. In the context of local local government organisation this style demonstrates through strategic behaviours categorized into **social**, **entrusting**, and **personal** sub-themes. Each subtheme reflects how leaders navigate multi-sector governance, balancing internal efficiencies with external partnerships and personal expertise.

The **Social** dimension of the Instrumental Achieving Style highlights the critical role of collaboration in achieving goals. At the organisational level the senior management civically engages with internal and external stakeholders including private companies and philanthropic organizations to secure resources and initiate development projects for community, e.g., collaboration with local NGOs to establish new health care projects and further extend the existing local health care facilities as well as vocational training centres and negotiate funding for healthcare projects illustrates how leaders strategically leverage partnerships to address systemic challenges at the apex of the hierarchy of local government.

In the same vein, the middle-to-lower management operationalizes these collaborations by civically coordinating with local field teams and external entities ensuring that joint efforts align with district-level objectives. This combination of external partnerships into governance exemplifies the connective aspect of leadership which prioritizes interdependence and shared accountability.

Entrusting: This approach prefers structured distribution of tasks and creates clear work flows to achieve measureable results. Senior managers plays a key role in ensuring alignment between the departments by establishing structured processes with defined parameters, such as vaccination and school enrolment targets.

These actions reflect Lipman-Blumen, (1996; 2017) emphasis on achieving goals through task clarity. Middle to lower management complements these efforts by carrying out these defined tasks and monitor progress to ensure that instructions are effectively implemented at the operational level. This coordinated collaboration between hierarchical levels highlights the significance of entrusting as a key driver of operational efficiency within instrumental style.

The **personal** subtheme focuses on the application of personal knowledge and decision making to face challenges and achieve goals. Senior leaders demonstrate this by leveraging local communal data to guide resource allocation and collaborate with local NGOs to implement context-specific solutions through sharing civic knowledge. At middle to lower management level personal efforts are shown in solving logistical problems

and participating in communal projects such as disaster recovery or the distribution of education kits. These behavioural approaches highlights that how individual competencies and decision making contribute to the broader framework of an organisation and aligns with lipman-blumen vision of leadership as both a personal and collective effort/s.

The analysis of these subthemes demonstrates the application of model in local governance where the **Instrumental** set is tailored to address local issues. Leaders at senior and middle management seamlessly integrated structures and collaboration and personal expertise to achieve communal objectives. The alignment of social, entrusting, and personal behaviours with principles of connective leadership highlighted the style's relevance in improving organisational efficiency, inclusivity, and strategic outcomes within complex landscape of local governance.

3.2.2:

Theme 2: Relational Achieving Style

Subtheme: Promoting collaborative relationships for community-centred governance.

This theme highlights importance of relational leadership in local government underscores the significance of building trust, partnerships, and cooperation across various government sectors in different levels of organisation. These areas include; PPPP (public-private partnerships), engaging with local and I/NGO's, along with other philanthropic organisations and local citizens that contribute in local governance in the form of capacity building.

This approach highlights significance of inclusivity, transparent communication and shared objectives and accountability in addressing multi-sector challenges and achieve sustainable success. Drawing on leadership model's relational achieving style, categorizes behaviour and leadership approaches demonstrated by senior and middle to lower management into three subthemes, i.e., collaborative, contributory, and vicarious. These subthemes represent different ways leaders foster and maintain relationships to achieve organizational goals. They emphasize inclusivity, mutual benefit, and shared responsibility within a multi-sector local government environment in Pakistan.

Main Theme	Subtheme	Role	Participant	Example
2: Relational Achieving Style	Fostering Collaborative Relationships for Community-Centered Governance	Senior Management	Participant 1	"Partnering with private companies allows us to jointly address critical infrastructure needs, such as road and bridge repairs, ensuring better service delivery to underserved communities."
			Participant 2	"Collaborations with NGOs amplify our health initiatives, like vaccination drives, by leveraging their grassroots networks to reach the most marginalized populations."
			Participant 3	"We actively involve local citizens in town planning to ensure transparency and foster a sense of ownership and pride in their community."
			Participant 4	"Philanthropic partnerships enable us to fund crucial education programs, such as constructing schools in rural areas and providing scholarships to underprivileged children."
			Participant 5	"Open dialogues with agricultural cooperatives ensure our programs align with the needs of farmers, from irrigation improvements to training sessions."
			Participant 6	"Stakeholder forums with private sector representatives, community leaders, and NGOs have been instrumental in creating inclusive policies and shared solutions."
			Participant 7	"Strong relationships with water utility companies have allowed us to enhance access to clean water, especially in remote and water-scarce villages."
			Participant 8	"Long-term partnerships with healthcare NGOs have helped us establish mobile clinics that provide critical services during emergencies and natural disasters."
			Participant 9	"Regular consultations with local communities ensure their voices shape the decisions affecting their neighbourhoods and public services."
			Participant 10	"Collaborative efforts across government departments foster unified responses to multi-sector challenges, ensuring efficient resource allocation and service delivery."
		Middle to Lower Management	Participant 11	"Building trust with local farmers allows us to implement targeted agricultural training programs,

				boosting productivity and improving livelihoods."
			Participant 12	"Strong partnerships with NGOs enable us to deliver impactful community workshops, such as health awareness campaigns on disease prevention and nutrition in local schools."
			Participant 13	"Developing close relationships with private contractors ensures timely and high-quality execution of town repairs, including streetlight maintenance and drainage system improvements."
			Participant 14	"Philanthropic collaborations have been vital for distributing educational materials to children in need, increasing access to learning opportunities in underserved areas."
			Participant 15	"Field visits to engage directly with citizens' help us identify their infrastructure concerns, such as waterlogging and potholes, and prioritize repairs effectively."
			Participant 16	"Coordinating with NGOs and the education department allows us to introduce after-school programs that bridge learning gaps for children in vulnerable communities."
			Participant 17	"By involving community members in planning irrigation projects, we strengthen their trust and ensure sustainable agricultural development."
			Participant 18	"Working closely with health workers and citizens enables us to distribute medical supplies and healthcare kits swiftly during emergencies."
			Participant 19	"Collaborating with local volunteers and NGOs ensures effective sanitation drives, improving public hygiene and fostering a cleaner environment."
			Participant 20	"Philanthropic partnerships allow us to secure funding for community-enhancing projects like repairing playgrounds and public meeting halls."

Table 2: Ref – Author

The relational achieving style in connective leadership model is central to an environment where leaders must build trust to promote collaboration and ensure inclusivity of diverse range of citizens and stakeholders. In local government context where interaction is diverse with public and private entities e.g., NGO's, community groups, residents, organisational stakeholders and service providers the relational leadership aspect becomes essential to achieve sustainable and community-centric governance. This approach emphasizes on shared public services provision as well as interdependence on different participating groups and individuals with varying backgrounds aligning closely to the complexity of public service provision in local authority.

The relational leadership's subtheme i.e., **Collaborative** emphasizes co-creating solutions with service users and citizens. Leaders in this domain value partnerships that directly address community needs. For example, senior managers partner with NGOs to "Expand health initiatives through grassroots networks" to ensure that underserved populations receive essential services, such as vaccinations or mobile clinics. In the same way Participation of private companies in civic projects, such as repairs to critical infrastructure such as roads and water systems. It shows how collaborative leadership style aligns public and private sector interests for mutual benefit whereas; middle managers complement these efforts by directly engaging and coordinating with local citizens. e.g., "we develop close relationships with local operators to accelerate drainage improvements. This participatory approach reflects the importance of the connective model in building relationships to curate inclusive and impactful solutions.

The **contributory** style subtheme support model's emphasis on the importance of empowering service users and citizens. Leaders who involve local community members in decision-making processes, such as inviting citizens to design urban planning initiatives. Promotes a sense of belonging and trust this approach encourages citizens to see themselves as active participants in the development of their communities. Participation ensures that initiatives are implemented. Tailored to specific challenges, such as improving irrigation or plant diversification. This participatory approach is consistent with the leadership vision of Lipman-Blumen (1996; 2017) that not only builds trust but also increases the efficiency and sustainability of public services by mobilizing collective strengths.

The **Vicarious** subtheme focuses on the leader's role as facilitator. Connecting service users and citizens with resources, expertise and the opportunities they need. Senior managers often create "local stakeholder forums where NGOs, private companies, and local leaders collaborate to develop comprehensive planning and policies".

It means for local residents, for example, enabling access to health programmes and educational opportunities with better infrastructure provision. Middle managers play a similar facilitative role through coordinating campaigns through local service providers, I/NGO's, etc.

This approach maximizes resources and community participation to achieve effective outcomes. It reflects core principle idea of connective leadership model fostering collaborative relationships that help other succeed. Relational leadership in this context build trust among the service users i.e., meet the urgency, and involve them in both short-term and long-term planning by engaging and paying attention to vulnerable citizens in governance decision making. Public administrators create a platform or environment that embody values of compassion, respect, and shared accountable responsibility; another core tenets of connective model. For example, a middle manager/s who visits a community to gather feedback about water or roads repairs shows that a relational leaders listens carefully to service users and ensures that their concerns are adequately addressed.

Relational leadership styles empower local governments to emerge as more inclusive, collaborative, and sustainable. By shifting the focus to constructing relationships, empowering local residents and stakeholders, and bridging the gap between various contributors, relational leadership allow local government to respond quickly to complex, multi-area challenges effectively. And by prioritizing the needs and contributions of user users and local citizens, relational leadership enables public administrators to ensure that local governance become a shared endeavour in which trust and cooperation drive meaningful, long lasting outcomes.

3.2.3: Theme 3: Direct Achieving Style

Pragmatic Leadership for Effective Community Solutions

This theme emphasizes the proactive and decisive approach of leaders operating under a direct achieving style of connective model. They emphasize effectiveness in meeting challenges and drive impactful results by collaborating with a variety of stakeholders including public-private partnerships (PPP), non-governmental organizations and other charitable organizations and philanthropist/s. This approach helps ensure that community needs are met with urgency and accuracy.

Main Theme	Subtheme	Role	Participant	Example
Direct Achieving Style	Action-Oriented Leadership for Effective Community Solutions	Senior Management	Participant 1	"In emergencies, I immediately mobilize resources and coordinate disaster relief efforts to ensure the swiftest possible response to affected communities."
			Participant 2	"When infrastructure projects face delays, I personally intervene to hold contractors accountable and guarantee timely completion of critical repairs like roads and bridges."
			Participant 3	"In times of crisis, I prioritize tasks clearly and decisively, ensuring every team knows their role to prevent delays or confusion."
			Participant 4	"I lead from the front when implementing new policies, ensuring every department understands and executes its role effectively."
			Participant 5	"When philanthropic investors show hesitation, I take proactive control of negotiations to secure essential funding for key community programs."
			Participant 6	"In health crises, I fast-track decisions to set up vaccination drives or mobile clinics, ensuring minimal disruption to public services."
			Participant 7	"I act decisively to mediate inter-departmental disputes, ensuring collaboration and preventing any hindrance to ongoing initiatives."
			Participant 8	"To accelerate education programs, I make on-the-spot decisions about resource allocation, ensuring teams remain focused and efficient."
			Participant 9	"When citizen complaints escalate, I address them directly to rebuild public trust and resolve issues quickly and transparently."
			Participant 10	"I personally oversee the final stages of large-scale projects, such as town planning or infrastructure upgrades, to ensure goals are met with precision and quality."
				Middle to Lower Management

				services and address the root cause."
			Participant 12	"During road repairs, I make on-site decisions to ensure workers have all the resources they need to maintain project timelines."
			Participant 13	"I quickly step in to resolve disputes within my team, ensuring productivity remains uninterrupted and tasks are completed efficiently."
			Participant 14	"When health campaigns fall behind schedule, I reorganize staff and resources to ensure we meet our targets without compromising quality."
			Participant 15	"If inefficiencies are identified during sanitation drives, I immediately reassign tasks to optimize team performance and improve outcomes."
			Participant 16	"I directly oversee the timely delivery of educational supplies to schools, ensuring every child receives the resources they need without delays."
			Participant 17	"When unexpected challenges arise in agricultural initiatives, I adapt plans on the spot to keep the program on track and prevent disruptions to farmers."
			Participant 18	"In natural disasters, I take charge of directing rescue operations, ensuring resources are deployed to the most affected areas first."
			Participant 19	"I act promptly to allocate emergency funds and resources for repairs in community spaces like playgrounds or public halls, ensuring swift action for public benefit."
			Participant 20	"When coordination issues slow down infrastructure projects, I personally realign the team's efforts to ensure timely and effective progress."

Table 3: Ref-Author.

The table on the Direct Achieving Style reflects a pragmatic behavioural approach to leadership. This style is classified under the subthemes of intrinsic, competitive, and power, as described in Lipman-Blumen's Connective Leadership Model (1996). The intrinsic subtheme emphasizes the personal dedication and hands-on approach of leaders. This is evident in quotes like "In emergencies, I immediately mobilize resources and coordinate disaster relief efforts to ensure swiftest feasible response to affected communities and groups". This demonstrates how leaders take obligation for urgent situations ensuring timed actions and resource allocation. Similarly, "I directly the timely delivery of educational supplies to schools, making sure every child receives the resources they need without delays" displays intrinsic motivation in which leaders in researcher's view interact to fulfil their responsibilities with precision and care.

The **competitive** sub theme focuses on assertiveness in securing resources and performance, this is often through competing priorities and entities. e.g., "to accelerate educational programmes, I make on the spot decisions about resource allocation and ensure teams remain focused and effective". Demonstrates a leaders ability to act decisively in face of competing demands and ensure district achieve superior results. Similarly, "when philanthropic investors show hesitation, I take proactive control of negotiations to secure essential funding for key community projects". Shows how leaders compete vigorously to attract resources and form partnerships ensuring collective initiatives remain successful and well supported.

The **Power** subtheme reflects use of power to address and expedite results. Words such as "When citizen complaints escalate, I will contact them directly to build public trust and resolve issues quickly and transparently". It shows how public administrators use power of their position to directly resolve conflicts and try to maintain public confidence. In another quote, "I personally oversee the final stages of large scale projects to ensure that organisational goals are achieved with precision and quality". It illustrates strict supervision as public administrator/s ensure that communal projects are carried out to high standards and in accordance to the organisational vision and objectives. Urgency, precision and authority to act from within reflects all levels leadership of local authority reflects deeper engagement with local authority's tasks and combined with competitive behavioural style of direct achieving drives efficiency, performance, greater accountability proves essential elements for navigating complex governance situations. Together these behavioural traits highlight effectiveness in collaborative, multi-sectoral environment.

4.0: Discussion of Results: Connective leadership in context of Pakistan

Related to discussion on governance agenda of global development organisations such as; World economic forum, (WEF, 2024; United Nation; 2023; Doha Forum, 2024; Shanghai Cooperation Organisation, 2024) the analysis of this study on connective leadership provides useful insights, the exploratory analysis of Instrumental, Relational and Direct styles provides a framework that can meet governance challenges entangled in complex environments. These styles can effectively nurture;

- Partnerships,
- Maintain relationships
- Engage with philanthropic groups, community stakeholders, and residents

Within a multi-sectoral governance context.

The evaluation emphasizes the effectiveness of each style in achieving organisational and community related objectives. At the same time, it addresses contextual barriers that arise during governance interactions. This suggests that model prioritizes structured approach to problem solving, increase process efficiency (Docherty, 2020; Berceanu et al, 2024)) to achieve measurable targets, solidify relationships (Moneik et al, 2024; Sri, 2020), enhances trust and inclusivity and drive partnerships with diverse base of communities and stakeholders as it promotes appropriate collaborative structures with i.e., public - private entities, and I/NGOs,. And public administrators/leaders who adopt connective trait focuses on;

- Establishing clear benchmarks/parameters;
- Set specific goals to guide progress
- Create structured workflows;
- Develop a systemic processes to enhance accountability and efficiency in public administration of Pakistan's local government structure.

For example; in partnership with philanthropic organisation instrumental leadership may establish resource allocation plans and reporting mechanisms to measure the impact of initiatives such as education programmes or health interventions. Middle-level leadership operationalize those strategies by ensuring smooth implementation focusing on progress monitoring, and addressing barriers that arise. Whereas; relational style promotes civic collaboration, inclusivity and build trust.

These features are important for engaging civically with diverse stakeholders and local citizens. Public administrator using this approach create a civic environment that promotes collaboration between NGO's, charitable organisations, private sectors and local communities. Leaders focus on shared solutions;

- Clear strategy;
- Look for outcomes that benefits all
- Relational value: Ensure that all stakeholders feel valued and invested in achieving common goal

Relational leadership style in health partnership with organisations like philanthropic/private and NGOs involve local community representatives in manage and co-run outreach projects to ensure it aligns with community needs. Middle to lower level leadership re-inforce this style by keeping and maintaining close civic relation with local residents and stakeholders. This approach is effective in strengthening relations, promote multi-level civic engagement and address concerns of local residents.

The direct style is characterised by decisive and pragmatic leadership making it useful in urgent and high-risk situation. Public administrators who adopt this approach supported by subsets take immediate action/s to resolve conflicts in an amicable manner. They allocate resource and deliver services in a timely manner. e.g., in public private partnership direct leader may involve individual intervention to resolve conflicts and backlogs in infrastructure projects. In such conflicts between stakeholders and citizens; leaders prioritize immediate responses to mediate disputes between stakeholders to avoid escalations, highly relevant in emergencies and disasters and decisions are based on coordinated efforts of available participatory processes with communities as well as stakeholders.

Analysis reveal styles complement each other by dealing with various aspects of public governance. It allows public administrators to switch between available leadership styles rationally to promote structures, build trust, or drive immediate results. Together these enhances local governance and effectively meet the needs of citizens as well as public administrators.

Another revelation of this study is emergence of iterative processes of civic engagement at multiple levels of local government and it exquisitely supplement connective leadership in functioning of local government organisation. Moreover, each style offer a balanced approach from flexible participatory engagement to facilitate

decision-making in urgent contexts of Pakistan's socio-economic fragile context/s. As balanced approach is crucial where leaders dynamically adapt their style based on situational demands and organizational priorities and exercise democratic principles. Thus (Lipman-Blumen, 1996; 2017) connective leadership model demonstrates civic orientation by establishing strong relationship with civic engagement and social capital at district level. An iterative process occurring at multiple levels of public sector organisation i.e. local government as depicted in the findings.

4.1: Implications:

The findings underscore the imperative of instituting policy-driven leadership development initiatives at the grassroots level, particularly for leaders in local government. These programmes are critical for public administrators to be more adaptable needed to navigate and meet multifaceted challenges facing contemporary structures of governance. This is especially relevant and applicable to local governments of Pakistan. It is essential to align leadership strategies with (UN, 2030) sustainable development objectives through a bottom-up approach to public service, promote inclusivity, collaborate with diverse communities, foster dialogue to promote civic culture based on principles of shared expertise, cross functional skills, and knowledge sharing. For;

- **Government Practitioners**
The results have confirmed the importance of connective leadership and benefits it produces in terms of development and resolving conflicts. It is essential to develop leaders capable to swiftly transition between leadership styles as this trait can enable leaders to develop expansive networks, build consensus, and effectively mobilize actions and available resources this adaptation makes local government organisation's more responsive to societal/environmental changes. Equip local bureaucratic leaders with the skills needed to adapt to and lead through challenges, this involves training that focuses on critical thinking, emotional intelligence, and decision making skills, as they should be able to assess the situations quickly, understand stakeholder perspectives, and guide their teams effectively through change.
- **Align with UN Sustainable Development Goals (SDGs):** Local government organisations can develop their own localised coordinating approaches and networks of potential stakeholders and communities based on their cultural contexts and ease the participation of communities in decision making. Ensure leadership training is relevant to the global context by linking leadership development to UN 2030 SDGs local leaders can understand their role in promoting sustainable practices. This alignment encourages them to implement policies that address local issues while contributing to global objectives, such as initiatives like poverty reduction, gender equality, and environmental sustainability.
- **Foster Collaboration and Inclusivity:** Encourage local leaders to work collaboratively with diverse communities and stakeholders, training should emphasize the importance of inclusivity in decision making processes at all levels of local government and leaders should learn techniques for engaging various community groups, fostering sense of ownership and participation in governance. This approach not only improves policy outcomes but also strengthens community ties.
- **Establish Leadership Development Policies:** Create structured approach to leadership training that recognise the importance of leadership development. This includes setting aside budgets for training programs. And develop methods allowing leaders to share experiences and learn from each other and this can be achieved by piloting the programs that are relevant to real world examples i.e. collaborations with NGO's, Community Organisations, etc.

Hence, by implementing this comprehensive strategy, local government in Pakistan can enhance their local governance, improve service delivery, and cultivate leaders that are adaptable, and effective for governance thus can contribute to the broader goals of sustainable development and community resilience.

4.2: Conclusion

The connective leadership model developed by Lipman-Blumen provides local government leaders in Pakistan with a comprehensive framework to navigate the complexities of governance.

This model combines three different leadership styles:

- **Instrumental achieving Style:** This style emphasizes efficiency, accountable responsibility and achieving goals and ensures that cooperation is aligned with clear goals, and participatory processes are optimized to deliver strategic results
- **Relationship Style:** This style prioritizes collaboration, build trust and inclusivity fosters strong relationships with stakeholders, communities and residents and promote sense of shared ownership in citizen-centric initiatives.
- **Direct format Style:** Enable leaders to take charge and act decisively in time sensitive situations or emergencies and effective for crisis management.

By combining these styles the model allows public administrators to adapt to a variety of styles based on situation in hand e.g., from strategic planning to crisis management. This adaptation strengthens cooperation with civil society organizations and local stakeholders. Support both short-term and long-term goals and exemplifies the core value of democracy e.g., citizen participation.

Connective leadership model help public administrators to engage with stakeholders. Strengthen the voices of marginalized communities and deal with challenges impact-fully. Balancing these acts yields immediate results ensuring that public administration i.e. local government remains responsive, fair and efficient.

5.0: Future Research Directions;

- There is an immense need for various research studies. To examine the interactions between government and NGOs both in Pakistan and around the world through the lens of connective leadership. This is especially important in the context of multi-sectoral partnerships. This includes I/NGO's, charitable/philanthropic organization and between the public and private sectors.
- Conducting comparative studies in different contexts and countries as well as in sectors such as health, education and infrastructure can generate valuable information about the specific conditions that make each leadership style most effective, in addition to examining the impact of leader adaptability on long-term outcomes such as stakeholder trust. Sustainability of community projects and increased community participation will significantly improve the practical application of the connective leadership model.
- Current research comes from Pakistan which has a context of regional and political fragility. This emphasizes the urgent need for leadership development programs to align with the country's unique social, political and organizational landscape. Such studies must address the unique challenges faced by public sector in Pakistan. Equip them with the skills and strategies needed to navigate complex governance dynamics and promote sustainable development. Therefore, further research can deepen our understanding of connective leadership in public sector organisations.
- This study highlights the need for additional empirical research examining the relationship between connective leadership and civic engagement. The findings point to an important interaction between these two concepts. It points out that connective leadership is an important subset of civic engagement. My doctoral research combined these topics to explore their role in public sector organizations in Pakistan (Sulman N. Mirza, 2023). These studies may help increase our understanding of how connective leadership promotes civic participation Encourage collaboration between diverse stakeholders and improve the overall effectiveness of the two processes in engaging in addressing complex governance challenges.

Acknowledgement:

The researcher and author of this paper would like extend heartfelt gratitude to all participants in my research study. Their willingness to share insights, experiences, and perspectives has been invaluable to the successful

completion of this research project. I am particularly grateful to the local government officials as their participation have not only enriched my research but also highlighted the significance of collaboration and dialogue in addressing the challenges Pakistan's Public/local government sector is facing.

Finally, I would like to thank Dr. Aumer Iqbal (Ph.D.), and Dr. Asma Abdul Rehman (Ph.D.) for their invaluable review, feedback of this research paper.

References:

- Ahmed, A., Hameed, M., Waqas, M., Fatima, T., & Anjum, Z. (2023). Ideals versus actual practice of ethical leadership: A case study analysis of local government organizations in Pakistan. *Global Business Review*. <https://doi.org/10.1177/09721509221149605>
- Appleby, M. (2005). Perceptions of connective leadership and work outcomes: The role of gender and group identification (Master's thesis). Available from <http://digitalcommons.wku.edu/theses/452>
- Bryman, A. (2016). *Social research methods* (5th ed.). Oxford: Oxford University Press.
- Clyne, M. E. (2011). Connective leadership: The chief nursing officers' relationship with staff nurses (Doctoral dissertation). Available from <http://scholarship.shu.edu/dissertations>
- Clarke, V., & Braun, V. (2014). Thematic analysis. In *APA Handbook of Research Methods* (pp. 57-71). Washington, DC: American Psychological Association.
- Creswell, J. W., & Poth, C. N. (2018). *Qualitative inquiry and research design: Choosing among five approaches* (4th ed.). Thousand Oaks, CA: Sage Publications.
- European Commission. (2023). *Artificial intelligence for interoperability in the European local government*. Retrieved from https://publications.jrc.ec.europa.eu/repository/bitstream/JRC134713/JRC134713_01.pdf
- Eighmy, B. M. (2013). A study of connective leadership in five Midwestern school districts (Doctoral dissertation).
- Hajra, B., Mahr, M. S., & Akhtar, S. (2020). Relationship between leadership commitment and performance of local government universities of Punjab, Pakistan. *Journal of Economics and Economic Education Research*, 21(4).
- Heppell, T. (2011). Toxic leadership: Applying the Lipman-Blumen model to political leadership. *Representation*, 47(3), 241–249. doi:10.1080/00344893.2011.596422
- Hofstede, G. (1980). *Culture's consequences: International differences in work-related values*. Beverly Hills, CA: Sage.
- Ionut-Bogdan, Berceanu., Cristina, Elena, Nicolescu. (2024). Collaborative Public Administration—A Dimension of Sustainable Development: Exploratory Study on Local Authorities in Romania. *Administrative Sciences*, doi: 10.3390/admsci14020030
- Shanghai Cooperation Organisation. (2024, October 16). Joint communique of the twenty-third meeting of the council of heads of government of member states. Retrieved from <https://eng.sectsco.org/20241016/1574921.html>
- Kristy, Docherty. (2020). Exploring collective leadership and coproduction: An empirical study. 130-155. doi: 10.4018/978-1-7998-4975-9.CH008
- Khawaja, F., Latif, I. A., & Suhaib, A. (2022). Servant leadership, self-efficacy, and life satisfaction in the local government of Pakistan: Exploratory, symmetric, and asymmetric analyses. *International Journal of Public Leadership*, 18(3), 264-288. <https://doi.org/10.1108/ijpl-11-2021-0058>
- Lipman-Blumen, J. (1996). *The connective edge: Leading in an interdependent world*. San Francisco, CA: Jossey-Bass.
- Lipman-Blumen, J. (2000). *Connective leadership: Managing in a changing world*. San Francisco, CA: Jossey-Bass.
- Lipman-Blumen, J. (2017). The art of connective leadership in politics. *Sociological Perspectives*.
- Lipman-Blumen, J., & Kezar, A. (2017). Connective leadership in philanthropy. *About Campus*.
- Muhammad, Zia, ud, din., Xin, Yuan., Naqib, Ullah, Khan. (2023). The impact of public leadership on collaborative administration and public health delivery. doi: 10.21203/rs.3.rs-3198803/v1

- Muhammad, S. K., Ayyaz, M., & Afshan, N. (2020). An approach for developing integrated decision support system model for optimizing contracting process of public procurement in Pakistan. *2020 IEEE Technology & Engineering Management Conference* (pp. 1-6). <https://doi.org/10.1109/TEMSCON47658.2020.9140100>
- Moniek, Akerboom., Sandra, Groeneveld., Ben, Kuipers. (2024). Leadership in Public Sector Interorganizational Networks: A Synthesis of the Literature and Propositions Based on a Multiple Case Study. *Perspectives on Public Management and Governance*, doi: 10.1093/ppmgov/gvae007
- Naeem, S. (2024). UN SDG 3 and context-specific effects of stakeholder engagement on healthcare service delivery and policy implementation: A local government health sector case study in Pakistan's complex governing structure. *International Journal of Science and Research Archive*, 13(2), 757–776. <https://doi.org/10.30574/ijsra.2024.13.2.2061>
- Mirza, S. N. (2023). *Engaging stakeholders: Connective leadership to enhance the effectiveness of public sector organisations in Pakistan* (Unpublished PhD thesis). Cardiff Metropolitan University, United Kingdom.
- Mirza, S. N., & Iqbal, A. (2024). Participatory development: The role of citizens in advancing UN SDG-4 in Pakistan, an analysis on evidence of citizen participation in education service delivery. SSRN. <https://doi.org/10.2139/ssrn.5036864>
- Mirza, S. N. (2024). Stakeholder participation in local healthcare governance and development under UN SDG-3: Lessons from Pakistan. SSRN. <https://doi.org/10.2139/ssrn.5034364>
- Naseem, F., & Samad, G. (2022). Local government enterprises (PSEs) in post-privatization: Evidence from Pakistan. *Journal of Applied Economics*, 25(1), 1239-1259. <https://doi.org/10.1080/15140326.2022.2104553>
- Patton, M. Q. (2015). *Qualitative research & evaluation methods: Integrating theory and practice* (4th ed.). Thousand Oaks, CA: Sage Publications.
- Qazi, M. A., & Syed, A. (2021). Public investment efficiency and sectoral economic growth in Pakistan. *Development Policy Review*, 39(3), 450-470. <https://doi.org/10.1111/DPR.12493>
- Robinson, J. L. (2016). Connecting leadership and learning: Do versatile learners make connective leaders? *Higher Learning Research Communications*, 6(1). doi:10.18870/hlrc.v6i1.293
- Riaz, A., Khalid, M., & Lodhi, A. (2021). Do project managers' emotional leadership competencies affect the success of local government projects in Pakistan? *International Journal of Information Technology Project Management*, 12(2), 83-98. <https://doi.org/10.4018/IJITPM.2021040105>
- Ritz, A. A. (2021). *Connective leadership and sustainable development*. Springer.
- Rizwana, S. (2022). Quantifying the impact of development of the transport sector in Pakistan. *The Pakistan Development Review*, 42(4), 779-802. <https://doi.org/10.30541/v42i4ipp.779-802>
- Safyan, T., Verka, M., Sabharwal, S., & Hassan, S. (2024). Impact of public leadership on public service motivation and performance in complex environments. *Public Administration and Development*. <https://doi.org/10.1002/pad.2069>
- Sabahat, N., & Rabia, A. (2023). Factors leading to failures of infrastructure development projects in Pakistan: A systematic literature review. *Management Science Letters*, 13(1), 11-22. <https://doi.org/10.5267/j.msl.2022.11.001>
- Sri, Hartini, Jatmikowati., Chandra, Dinata., Bambang, Noorsetya. (2020). Strengthening Public Administration with Good Collaborative Governance (Government and Civil Society Organizations Relation for Development Countries in Decentralization Era: Case Studies in Malang Regency). 179-185. doi: 10.2991/AEBMR.K.200305.197
- Solomon, A., & Steyn, R. (2017). Leadership styles: The role of cultural intelligence. *SA Journal of Industrial Psychology*, 43(0). <https://doi.org/10.4102/sajip.v43i0.1436>
- Sun, P. Y. T., & Anderson, M. H. (2012). Civic capacity: Building on transformational leadership to explain successful integrative public leadership. *The Leadership Quarterly*, 23(3), 309-323. <https://doi.org/10.1016/j.leaqua.2011.05.018>
- United Nations. (2023). *World local government report 2023*. Retrieved from <https://publicadministration.desa.un.org/sites/default/files/publications/2023/WPSR%202023%20Chapter%203.pdf>

- United Nations. (2023). Profound reforms in global governance, proposes new agenda for peace. Retrieved from <https://press.un.org/en/2023/sgsm22078.doc.htm>
- Uhl-Bien, M. (2006). Relational leadership theory: Exploring the social processes of leadership and organizing. *The Leadership Quarterly*, 17(6), 654–676. <https://doi.org/10.1016/j.leaqua.2006.10.007>
- Uhl-Bien, M. (2023). Relational leadership theory: Exploring the social processes of leadership and organizing. *Issues in Business Ethics*, 131–165. https://doi.org/10.1007/978-3-031-24445-2_7
- Uzma, S., Rameez, T., & Muhammad, A. (2023). Comparative analysis of female leadership styles in public and private sector universities: A study in Pakistan. *Heliyon*. <https://doi.org/10.1016/j.heliyon.2023.e22058>
- World Bank. (2018). *Country partnership framework for Burkina Faso FY18-FY23*. Retrieved from <https://documents.worldbank.org/curated/en/989871531020679064/pdf/BURKINA-FASO-CPF-06112018.pdf>
- World Economic Forum. (2024). Rebuilding trust at the World Economic Forum annual meeting 2024. Retrieved from <https://www.weforum.org/stories/2024/01/heads-of-state-davos-2024-wef-politics/>
- Yin, R. K. (2014). *Case study research: Design and methods* (5th ed.). Thousand Oaks, CA: Sage Publications.