

## Leadership at Local Level: Approach to an Impact on the Democratization Processes in Latvia

**Inese Abolina**

*University of Latvia*

*Faculty of Social Science*

*Political Science Department*

*Riga, Lomonosova 1a, LV-1019*

*E-mail: inese.abolina@lu.lv*

*The article has been reviewed.*

*Received on 3 October 2016, accepted on 15 December 2016*

### Abstract

The leader's role is decisive when developing a strategic vision and strengthening democracy at local as well as at highest level. Local government leaders should develop new approaches to further development, be able to adapt to the time of frequent change and thus enhance the effectiveness of organizations and leadership at local level.

The aim of the paper is to examine the development of leaders' skills and competences. Most often leadership skills are being developed at school, within NGOs and society. It is important to be organized and have good communication skills, be able to generate and disseminate ideas.

Leaders' characteristics, leadership skills and their development, future challenges are discussed in the first part of this paper.

In the second part, the impact of local government leaders on democracy strengthening at local level are analysed.

This research shows that the activity of local government leaders has a huge impact on democratization processes in Latvia therefore motivation for further development, lifelong learning and competence development play a very important role.

**Keywords:** leader, political leadership, democracy.

### Introduction

On 4 May 1990<sup>1</sup>, Latvia was declared an independent democratic republic and began changing

<sup>1</sup> The Declaration on the Restoration of Independence of the Republic of Latvia was adopted on 4 May 1990 by the Supreme Soviet of the Latvian SSR. On 21 August 1991, the Supreme Council of the Republic of Latvia enacted the Constitutional Law on the Statehood of the Republic of Latvia marking the end of transition to the *de facto* independence of Latvia (Pleps, 2008).

the structure of local government and leadership style. On 13 January 1994, the Parliament of Latvia (Saeima)<sup>2</sup> passed the City Council and Municipality Council Election Law which was amended several times, the last time on 12 September 2013, and came into force on 1 January 2014. It lays down that local government shall be elected by local citizens; the chairman of the council shall be elected by the members of the council. Collective decision making shall be strengthened thus making political leadership professional (Larsen, 2005).

The aim of the paper is to examine the development of local leaders, to describe skills and competencies development. Leadership skills are being developed at school, in NGOs, society. It is important to be organized, have communication skills, be able to generate and disseminate ideas. The actuality of this paper is the leadership process, how leaders develop their skills in order to be prepared to deal with obstacles, how they integrate their talents when determining actions, as that is an important aspect of leadership at all levels. The scientific concern of the research is that public, despite hard work of local self-government leaders and frequent communication, does not trust local self-governments (Market, public opinion and media research agency TNS, 2015). The research sample is two local self-government leaders.

The tasks are:

- to describe leaders and leadership, what a leader is, what leaders do;
- to identify what challenges political leaders will face in the future;

<sup>2</sup> <http://www.saeima.lv>

- to evaluate local self-government leaders in practise;
- to enhance the impact of self-government leaders on democracy development and decision making.

The methodology applied is the analysis of theoretical literature on leadership theories and leader development, the analysis of the semi-structured interviews using open questions with local leaders to find out the impact of leadership on democracy strengthening at local level in Latvia. The qualitative analysis of the interview data with local self-government leaders is the primary data for the research. These methods allow to gain scientific knowledge of leadership and its process in local self-government. The level of this investigation is to understand the impact of local leaders on democracy development and decision making.

This topic has been investigated by the Expert Group of State President for Governance Improvement in 2013, when H.E. Andris Bērziņš held the office of the President of the Republic of Latvia. Experts (Bāra, Kalniņš, Pleps, Vilka, 2013) point out that local self-government is generally referred to as the cradle of democracy and a particular mirror of democracy because the more local governments develop, the greater democracy is in the country. The Council of Europe evaluates local democracy and prepares proposals in order to improve the situation in accordance with the European Charter of Local Self-Government. The recommendations are mainly directed towards improving the legal system.

The novelty is to study how social network Twitter followers' posts impact the decision making of local self-government leaders.

The paper concludes that the activity of local self-government leaders and its impact on the democratization process are driven by high motivation for further development, lifelong learning and competence accumulation and usage.

## **Leaders and leadership**

This part of the paper describes leaders and leadership, leader's identity, duties and future challenges.

According to Joseph Schumpeter (2003), people hold a definite and rational opinion about every individual question and express their opinion about democracy by choosing those representatives who support this opinion. Thus, the selection of representatives is a secondary purpose, a primary one being democratic arrangements of vesting the political power in the electorate. Defense and explanation of this idea shows that as to both, plausibility of assumptions and tenability of

propositions, it greatly improves the theory of the democratic process.

The democratic principles that justify local government do not differ from those pertaining to the national level (Mill, 1861, ch. xv) although local government has a greater capacity to educate people about representative government. The implication is that everyone by definition is competent, no particular skill, expertise or education is required in order to participate (Offerdal, 1989). Although there is no such profession as a leader but already at the time of ancient philosopher Socrates (470/469-399 BC) it was deliberated that politics is self-interested rule by the powerful. According to classical Greek philosopher Plato (428/427-348/347 BC) politics and statesmanship are not only the exercise of power for power's sake but also common good for the citizens (Plato, 1961, 513<sup>e</sup>). Plato described an art of political leadership: statesmanship or ruling, that emphasizes natural talent, rigorous training, the possession of arcane expertise and responsibility for providing directive guidance to human communities. The abuse of power is avoided not by external constitutional restraints on the leader authority but by internal restraints of character, education and a profound sense of duty. According to German social scientist Max Weber (1864-1920), three types of political leadership have been distinguished:

- charismatic domination, which is usually a transitory stage. Charismatic leaders emerge in times of change and as long as they deliver they remain leaders. If they stop delivering, charisma is taken away. It is difficult for charismatic leader to establish the ongoing system of charismatic authority, as it is difficult to transfer all personal charisma to somebody else;
- traditional domination – leadership is legitimate, based on dominant power;
- legal domination – bureaucracy power over people, based on rules.

This leads to the current understanding that people in politics with managerial skills are meant to be leaders, as leaders have ethical and power profiles that are necessary for a political leader.

Leadership is a multifaceted term and there are different points of view on leadership. This paper describes two theories of leadership, the trait theory and the path-goal theory, which leads to the analysis of formal local level leadership and such leaders who are driven by responsibility, risk taking, self-confidence and motivation of the subordinates to accomplish designated goals.

The development of the leadership potential, in most cases, starts at school, in the family, within NGOs and society. Young leaders enhance their

skills and competences by participating in school councils, at youth parliaments, by volunteering for different organisations. They become organized, responsible and improve their communication skills. Later, they get competence and after graduating the university and getting their first job they can create leadership ideas which can be disseminated. Leaders need to be prepared to face many challenges that are on their way and be able to integrate their talent and the talent of their followers to determine actions.

The trait theory states that leaders are made not born. Nature matters but nurturing is much more important. The leadership process, the development and enhancement of skills and competences depend on experiences acquired through successes, failures, co-workers, individuals that become important to them, moments that memories are made of. Such individuals listen thoroughly, lead in the field, focus on the future, never give up, keep their friends close but enemies closer. They use their talent to determine actions. According to Hartman (1999) common characteristics of leaders include being expressive, honest, trustworthy, warm and cooperative. If one trait is more developed than another, it may determine which direction the leader is oriented to. Leadership effectiveness tends to decline with characteristics like being aloof, impersonal and cautious.

The trait theory that focuses on personal characteristics was invented by Gordon Allport in the 20<sup>th</sup> century. The trait theory measures traits, which can be defined as habitual patterns of behavior, thought, and emotion (Kassin, 2003). It focuses on the measurement process of traits. According to Rosenzweig and Fisher (1997), Allport mainly was concerned about human traits and the personality theory. In the 1960s, he investigated subjects which focused on essential characteristics (Rosenzweig and Fisher, 1997).

A trait approach was one of the first in leadership research that investigated leaders' attributes such as personality, motives, values and skills (Yukl, 2012). It determines what makes people a good leader. According to Kirkpatrick and Locke (1991, 59) the traits that differentiate leaders from non-leaders are: drive, motivation, integrity, confidence, cognitive ability and task knowledge.

House et al. (1999) defined leadership as the ability of an individual to influence, motivate and enable others to contribute towards effectiveness and success. A precondition for effective influence is a leader with good interpersonal skills. Interpersonal skills, also called soft skills, used to lead people and interact with them are usually developed at school. Interpersonal skills include: verbal skills (how and what to say), non-verbal skills (how to use body

language), listening skills (how to interpret verbal and non-verbal messages), negotiation (how to arrive at a win-win situation), problem solving skills (how to define a problem and find a solution working in a group), decision making skills (how to explore and analyze a situations before making a decision), assertiveness (how to express values, ideas and opinions in a calm and positive way).

Some so-called leaders do not have excellent interpersonal skills, do not focus on communication, when proposing an innovation and implementing it.

There are also two types of leadership styles: direct leadership and indirect leadership. In direct leadership, an influence on people is made when interacting with them or using communication media (e-mails, meetings, social media). In indirect leadership, an influence on people is made by a positive, ethical and supportive behavior. This paper analyses direct leadership of formal leaders and an impact on democracy at local level.

Another studied theory is the path-goal theory since leaders motivate their subordinates to accomplish designated goals. This theory was developed by Evans (1970), House (1971), House and Dessler (1974), House and Mitchell (1974). The aim of the path-goal theory is to enhance employee performance and employee satisfaction by focusing on employee motivation. Effective leaders are individuals who help their subordinates overcome their own limitations, selfishness, weakness, fears and make them work harder and better on their own.

Referring to Winston Churchill, "Courage is what it takes to stand up and speak; courage is also what it takes to sit down and listen." Leaders should listen to their subordinates, participative leadership is inviting subordinates to share in decision making (Northouse, 2010). A participative leader consults his subordinates, collects ideas and opinions and integrates their suggestions into decisions on how local self-government or any organization should function. Each leader should have supporters, co-workers, advisors, mentors since only then he achieves.

In a truly democratic society, the leader is the odd one out. This paradox of democratic leadership is broadly recognized, both theoretically and empirically (Kellerman and Webster, 2001; Ruscio, 2008; Kane and Patapan, 2012). It can be concluded that the leader is an outstanding, bold, brave, action oriented, entrepreneurial individual who makes an impact on a cause that matters defining challenges of our time. Leadership analysis focuses on the characteristics of leaders (Owen, 2006). The most important characteristic of a leader is the ability to influence others. The core intangibles of leadership

are empathy, intuition, creativity, courage, morality, judgment.

Leadership is a multidirectional process. It demands skills and attitude further developing ideas and actions. Leadership is conceived by some of its most authoritative scholars as involving a large amount of practical wisdom, of insight that can be gained only through direct personal experience and sustained reflection.

Democracy is variously interpreted. A broad range of matters can be considered to be subject to democratic procedures (Rozenvalds, 2015). Democracy is the rule of the public, the word is derived from *demos* and *kratia*. In a democratic context, political leaders face a dilemma: the more democratic leaders lead from the front, the less democratic they appear; the more they act like good democrats, the less they seem like true leaders (Kane, Patapan and Hart, 2009b, 299). Modern democracies depend on at least some kind of political leadership (Blondel, 1987).

Leadership and democracy can work together, since some forms of democracy thrive under the guidance of certain types of leaders (McAllister, 2011, 53-4). The relationship between democracy and leadership is strongly influenced by intermediate variables, such as the type of democracy that a leader operates in and the variety of accountability mechanisms that have been installed to keep leaders in check.

Based on the analysis of theoretical literature, it can be concluded that an important attribute of a successful leader today is the ability to address the audience of concerned citizens in order to incite, engage and inspire them. Future challenges and problem might be a lack of humanity, time pressure to delve into each issue, its causes and getting in the game, and a high demand for participation. The problem might be how to motivate subordinates. Leadership learning is lifetime activity. Good leaders seek out development opportunities that will help them learn new skills.

### **Latvian local self-government leaders in practice**

This part enhances how the responsibilities and attitudes of a local level leader impact democracy strengthening at a local level. It recognises change in local government upon the change of a leader.

The role of a leader is crucial for developing a strategic vision for democracy strengthening at local level up to the highest political positions. It is important for local leaders to develop new approaches for further development, adapt to the time of frequent change and requirements in order to

enhance the effectiveness of local government and leadership at local level.

Governance possesses the ability to convene leaders from different disciplines with the aim to make change. Leaders often face obstacles, which in many times mean that they need to take immediate action. Instead of aiming for long-term service, they deal with crisis management, which is an important task and skill, especially when the information arrives and expires in time of transactional mode of lightning speed.

The Law on Local Government was adopted on 19 May 1994 and has been amended more than 20 times. Broad competence is entrusted to local self-governments of Latvia. There are 119 local self-governments, 110 county self-governments and 9 city self-governments since 3 January 2011<sup>3</sup>. According to the Law on Local Government, each local self-government should organise services, like water supply and sewage, heating, management of household waste, wastewater collection regardless of who owns the real estate. It should make territory improvements, like cleaning the streets, making roads, reconstructions and maintenance, illumination, park reconstructions, public transport service, also determine the usage of public woods, land and waters, if not stated otherwise by the law. Local governments are responsible for providing pre-school, primary and secondary education, further education for teachers, cultural events, supporting healthy lifestyle, availability of social care and security. They should support residents on real estate issues, care to reduce unemployment, they also may register marriages. Local government also supports business, issues licences according to the law.

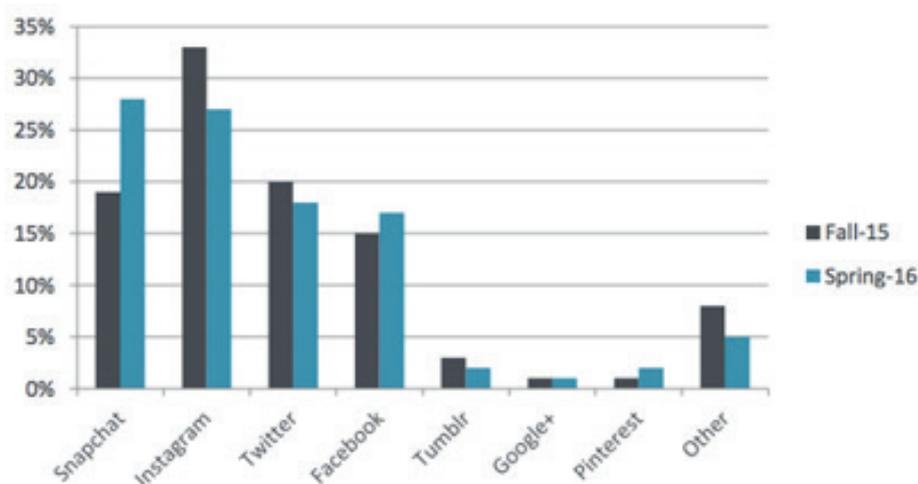
This research is based on examination of local leaders' appearance on the social network Twitter<sup>4</sup>, (see Figure 1). According to the data of Internet

<sup>3</sup> Since 3 January 2011 Latvia is divided into 110 counties and 9 cities. As the result of Administrative and Territorial Reform in Latvia, municipalities went from two-tier to one-tier. 26 district councils were eliminated but cities, rural areas and parishes were merged into counties. Nine cities scored the Republic City status. <http://www.pilsetas.lv/novadi>

<sup>4</sup> Twitter is a free social networking microblogging service that allows registered members to broadcast short posts called *tweets*. Twitter members can broadcast tweets and follow other users' tweets by using multiple platforms and devices. Tweets and replies to tweets can be sent by cell phone text message, desktop or by posting at the [www.twitter.com](http://www.twitter.com) website. Unlike Facebook, where members need to approve social connections, anyone can follow anyone on public Twitter. To weave tweets into a conversation thread or connect them to a general topic, members can add hashtags to a keyword in their post; #keyword. Tweets may include hyperlinks, but are limited to 140 characters. Tweets are permanent, they are searchable and public. Anyone can search tweets on Twitter, whether they are a member or not. <https://www.linkedin.com/pulse/what-how-why-social-media>

Usage in the European Union, 82% of population in Latvia use the Internet. Referring to the market research company TNS Latvia, 71% use the Internet on a daily basis. In Latvia, 54% use Facebook and 4.5% use Twitter on a daily basis. This leads to an interest to explore how many local self-government leaders have Twitter profiles and how the feedback from Twitter impacts their decisions related to local self-government. The research shows that 22 local self-government leaders out of 119 have their

profiles and followers on Twitter (see Table 1). As anybody can be a follower on Twitter but only friends or acquaintances can follow on Facebook<sup>5</sup>, if the profile has not been made as a Facebook page<sup>6</sup> with a strategy, goals and positioning, as Chairman of Riga City Council has it, this research focuses on how many local self-government leaders have their profiles on Twitter, how many followers they have and, knowing the number of inhabitants in the city they lead, what percentage of people follow them.



**Fig. 1.** Most important social network

Source: Data about Most Important Social Network.

Available at <http://wearesocial.com/uk/blog/2016/04/we-are-socials-monday-mashup-305>

Table 1

**Twitter profiles of Chairmen of the local self-governments**

| City/County          | Size in km <sup>2</sup> <sup>7</sup> | Inhabitants, 2016 | Leader                 | Followers | %    |
|----------------------|--------------------------------------|-------------------|------------------------|-----------|------|
| 1. Rīga              | 304                                  | 638`784           | Nils Ušakovs           | 93611     | 15   |
| 2. Ventspils         | 58                                   | 35`914            | Aivars Lembergs        | 26577     | 74   |
| 3. Liepāja           | 68                                   | 70`499            | Uldis Sesks            | 3689      | 5.2  |
| 4. Cēsu county       | 173                                  | 16757             | Jānis Rozenbergs       | 2078      | 12.4 |
| 5. Kocēnu county     | 499                                  | 6090              | Jānis Olmanis          | 1618      | 27   |
| 6. Jelgava           | 60                                   | 57`045            | Andris Rāviņš          | 1132      | 2    |
| 7. Kuldīgas county   | 1`757                                | 23492             | Inga Bērziņa           | 958       | 4    |
| 8. Valkas county     | 908                                  | 8267              | Vents Armands Krauklis | 943       | 11.4 |
| 9. Siguldas county   | 361                                  | 17341             | Uģis Mitrevics         | 926       | 5.3  |
| 10. Valmiera         | 19                                   | 23`230            | Jānis Baiks            | 741       | 3.2  |
| 11. Smiltenes county | 947                                  | 12473             | Gints Kukainis         | 610       | 5    |
| 12. Līgatnes county  | 168                                  | 3412              | Ainārs Šteins          | 609       | 18   |
| 13. Mērsraga county  | 109                                  | 1554              | Lauris Karlsons        | 601       | 39   |



<sup>7</sup> Data according to Valsts Zemes dienests (State Land Service), 2016

|                        |               |                  |                  |     |      |
|------------------------|---------------|------------------|------------------|-----|------|
| 14. Tērvetes county    | 224           | 3389             | Dace Reinika     | 446 | 13.2 |
| 15. Mazsalacas county  | 417           | 3145             | Harijs Rokpelnis | 406 | 13   |
| 16. Jelgavas county    | 1'317         | 22948            | Ziedonis Caune   | 338 | 1.5  |
| 17. Kokneses county    | 361           | 5202             | Dainis Vingris   | 332 | 6.4  |
| 18. Aizkraukles county | 102           | 8406             | Leons Līdums     | 298 | 3.5  |
| 19. Talsu county       | 1'763         | 28947            | Aivars Lācarus   | 132 | 0.5  |
| 20. Limbažu county     | 1'170         | 16869            | Didzis Zemmers   | 46  | 0.3  |
| 21. Ikšķiles county    | 131           | 9451             | Indulis Trapiņš  | 15  | 0.2  |
| 22. Naukšēnu county    | 281           | 1820             | Jānis Zuments    | 8   | 0.4  |
|                        | <b>64'573</b> | <b>1'968'957</b> |                  |     |      |

Source: Author's own creation

It has been found (Marketing and Public Opinion Research Center SKDS, 2015) that there are two most popular politicians, local leaders in Latvia, Chairman of Rīga City Council Nils Ušakovs, he is also Chairman of the Board of the political party Saskaņa (Harmony) and Chairman of Ventspils City Council Aivars Lembergs, who leads the political party Latvijai un Ventspilij (For Latvia and Ventspils). It allows to conclude, that in their case, their followers on social network might be not only from the cities where they are leaders but also from the whole country and even broader.

The criteria for sampling in this research is the examination of the development of local leaders, Nils Ušakovs, Chairman of Riga City Council since 2009 (Riga is the biggest city of Latvia), who has the largest number of followers on Twitter (94 785) and Jānis Rozenbergs, Chairman of Cēsis City Council since 2013. Jānis Rozenbergs represents the largest number of followers on Twitter (2 077) in the county.

This research uses a qualitative semi-structured individual interview method. The author and local self-government leaders engaged in a formal interview with a list of questions and topics that had to be covered during the conversation. The author used a paper-based interview guide with open-ended questions. The interviews were not audio recorded, the answers were written down for analysis. The questions were prepared ahead but during the interview the local self-government leaders expressed their views in their own terms. These interviews provide reliable, comparable qualitative data.

As this research involves people, the ethical issues, right or wrong, good or bad questions were taken into account in order not to protect the local self-government leaders. Questions were put in a way to serve society and protect the confidentiality of both mayors.

The content was analysed at a basic level, as a descriptive account of the data on what was said.

As stated in previous part, the development of the leadership potential, in most cases, develops at school, within NGOs and society. The communication with Jānis Rozenbergs, leader of the political party Vienotība (Unity), during this research showed great leadership and commitment, which shows that the trait theory which concludes that leaders are not born but made and the attitude of the leader strengthens the understanding that Jānis Rozenbergs has such personality traits as openness, conscientiousness, agreeableness, self-esteem, novelty-seeking. Jānis Rozenbergs comes from a family of the intelligentsia, from Cēsis. His grandfather was an artist, created monuments, his grandmother was a teacher in medical and music school. Jānis Rozenbergs mentioned that studying at secondary school in Cēsis he earned the Zelta Pildspalva (The Golden Pen) award, which was presented by H. E. President of Latvia Guntis Ulmanis in 1996. Later Jānis Rozenbergs studied political science at Vidzemes Uugstskola (University of Applied Sciences in Valmiera). There he developed his leadership skills by making comments for local TV and local newspaper Liesma together with his friends. Afterwards he used his competence to set up the Draudzīgā Aicinājuma Balva foundation together with the President of Latvia Guntis Ulmanis and Minister of Education Jānis Vaivads. Further he studied for MBA at Rīga Technical University and started his career in a local self-government in 2001 as a development manager, from 2005 he was appointed an executive director and in 2013 he was elected Chairman. Jānis Rozenbergs has great communication skills, he is also a lecturer of the Strategic Management and Innovation Management courses at the University of Applied Sciences in Valmiera. This confirms his continuing development since being a lecturer in a field of innovation where new trends are entering the fast moving digital world he has to improve and develop his skills and

competences on a daily basis. During his term as Chairman of the local self-government, the county has significantly improved, the cultural and touristic infrastructure has been created, a new concert hall has been built, the Cēsis Art Festival as well as the most significant conversation festival LAMPA (this festival invites people to engage in conversations that lead to understanding) have been initiated. All the above could not have been achieved without listening to and communicating with the team and Cēsis county residents. Jānis Rozenbergs has 2 408 tweets. He replies to citizens, retweets about events in Cēsis county. Tweets and discussions on social networks demonstrates Jānis Rozenbergs' commitment to using leadership skills in his daily routine. This short CV shows that Jānis Rozenbergs, born into a family of intelligentsia, has developed his leadership skills and competences and uses them for the sake of society.

This paper describes the material from the personal interview with Nils Ušakovs, Chairman of Riga City Council and the leader of the political party Saskaņa (Harmony). Despite his very tight schedule, he follows social network posts and reacts as soon as possible. He finds time to discuss with people their gratitude and problems and tries to solve them. Nils Ušakovs serves as Chairman of Riga City Council since 2009. He was born in Riga, into a family of intelligentsia. His mother was a teacher in music school and his father was an engineer. During his school years, Nils Ušakovs used to work in summers. He studied at the University of Latvia and earned his Bachelor's degree in economics. He worked as an assistant to a lecturer at Eurofaculty of the University of Latvia. Having received a scholarship, he went to study in Denmark and earned a Master degree in economics from Syddansk Universitet. He continued developing his skills and competences by reading, following great leaders, attending seminars and conferences. Nils Ušakovs worked as a political news editor for TV and newspaper and earned the Cicero Award from the University of Latvia and the Latvian Journalists' Association. Nils Ušakovs began his political carrier in 2005 when he joined the political party Tautas Saskaņas Partija (People's Harmony Party). Already in 2006, he was elected to Saeima (the Parliament of Latvia). Since 2009, Nils Ušakovs serves as Chairman of Riga City Council. His leadership resembles the path-goal theory, where subordinates are motivated to accomplish designated goals. There has been enormous change in the city infrastructure, many cultural events and festivals have been launched. Schoolchildren until grade 9 receive lunch free of charge, all schoolchildren studying at Riga local public schools can use public

transport free of charge. Streets, parks, houses are being renovated. Network programs for young leaders and business are being developed. There are doubts about his unpopular decisions among people, like closing schools. Seeing the full picture this school consolidation could be purposeful as there are a lot of schools with a small number of schoolchildren and it seems unwise to maintain them all. Nils Ušakovs has 8 557 tweets. He mainly tweets about the development of the city, new infrastructure, traffic improvement, he also posts his interviews in local and international media. He reflects upon sports events and social life in the city. As mentioned above, democracy can be interpreted variously. Nils Ušakovs develops and strengthens democracy in the city by opening discussions and looking for solutions, for example, to open or close public schools, provide support to song and dance festival organisers, sports events, marathons, the Riga City Festival. Since his service, city residents travel free of charge on bank holidays, schoolchildren until grade 9 get free lunch at school, all public school students and pensioners travel by public transport free of charge, students and working pensioners get significant discounts on public transport. New sports facilities, like outdoor gyms have been installed in different parts of the city, and people visit them free of charge. Many parks have been renovated. He reacts to public trends immediately, for example, when Pokémon game<sup>8</sup> became popular in the summer of 2016, he developed rules and information on game locations. To involve people and develop their understanding about their responsibility for public property, courses on public property management have been organised. He acts as an ambassador of the City by developing facilities and tourism objects in order to attract foreign tourists and make the city friendly to everybody.

Both interviews show that these leaders are well educated, they develop their skills, care about their cities and introduce changes and put efforts to make their cities beautiful and wealthy European cultural and political centres, where international conventions, summits and concerts can be organised.

The interviews with Nils Ušakovs and Jānis Rozenbergs show that people use a wide range of services provided by local self-government, like public utilities, education, after school activities, attend cultural events and this is what local self-government is responsible for and should develop further.

---

<sup>8</sup> Free of charge mobile game that lets to create an avatar that can catch, train, trade and fight with Pokémon characters inside the game. <http://www.pokemon.com/us/pokemon-online-games/>

## Conclusion

The economic development makes democracy possible but political leadership makes it real (Dahl, 2003). History shows that it can take various forms but if skilled and motivated leaders lead, great success moves it forward. That strengthens the claim that the political elite, leaders, must be skilled, farsighted, responsible, be able to take responsible decisions.

This research recognizes that the activity of local leaders for the democratization process has an impact on the formation of democracy in Latvia, much depends on the leader's ability to unite forces for development through both, listening to and communication with inhabitants, seeking to implement a vision and strategy of the city or county. The analysis of the interview material should be developed further by including how the observed differences between the two local self-government leaders are affected by external factors.

Leadership impact is achieved through sharing values and goals, gaining authority through competence and having facts to substantiate progress. Leaders are expected to make important and difficult choices as well as make their choices clear. Debating and persuading are leader's challenges. Processes and services for action and decisiveness are vital seeking to succeed in a leader's position. Implementation always involves sacrifice. It is hard to distance oneself from the old in pursuit of the new but once a choice has been made and necessary actions have been taken, a great sense of liberation comes. Taking on new challenges is always more invigorating than managing old problems.

The lesson learned from this research is that the mentioned leaders are ultimately and completely human. They learn as much from their setbacks and disappointments as they do from their successes. This research has shown that the activity of local leaders has an impact on the democratization process in Latvia, influences the formation of democracy in Latvia continues, the main drivers being high motivation for further development, lifelong learning, competence accumulation and usage.

## References<sup>9</sup>

1. Baldersheim, H., Illner, M., Wollmann, H. (Eds.) (2003). *Local Democracy in Post-Communist Europe*. Springer Fachmedien Wiesbaden.
2. Bāra, D., Kalniņš, V., Pleps, J., Vilka, I. (2013). Proposals Made by Expert Group for Governance Improvement. Available at <http://www.president.lv/images/modules/items/PDF/local%20governments.pdf>.
3. Blondel, J. (1987). *Political Leadership: Towards a General Analysis*. London: SAGE Publications.
4. Dahl, R. A., Shapiro, I., Cheibub, J. A. (2003). *The Democracy Sourcebook*. Democracy's Third Wave. Samuel Huntington. MIT Press, Cambridge, Massachusetts, London, England. Chapter 2. 98.
5. Evans, M. G. (1996). The effects of supervisory behaviour on the path-goal relationship. *Organizational Behaviour and Human Performance*. 5. 277-298.
6. Hamilton, E., Huntington, C. (Eds.). (1961). *Plato: The Collected Dialogues by Plato*. Bollingen Series L X X I, Princeton.
7. Hartman, L. (1999). A psychological analysis of leadership effectiveness. In *Strategy & Leadership*. October-December. 31.
8. House, R. J. (1971). A path-goal theory of leader effectiveness. *Administrative Science Quarterly*. 16. 321-328.
9. House, R. J., Dessler, G. (1974). The path-goal theory of leadership: Some post hoc and a priori tests. In Hunt, J., Larson, L. (Eds.). *Contingency approaches in leadership*. 29-55. Carbondale: Southern Illinois University Press.
10. House, R. J., Mitchell, R. R. (1974). Path-goal theory of leadership. *Journal of Contemporary Business*. 3. 81-97.
11. House, R. J. (1999). Weber and the neo-charismatic leadership paradigm: A response to Beyer. *Leadership Quarterly*. 10. 563-574.
12. Kane, J., Patapan, H., 't Hart, P. (2009b). Dispersed Democratic Leadership Revisited'. In Kane, J., Patapan, H., 't Hart, P. (Eds.). *Dispersed Democratic Leadership: Origins, Dynamics, and Implications*. 299-321. Oxford: Oxford University Press.
13. Kane, J., Patapan, H. (2012). *How Democracy Defines, Empowers and Limits its Leaders*. Oxford: Oxford University Press.
14. Kassin, S. (2003). *Psychology*. USA: Prentice-Hall, Inc.
15. Kellerman, B., Webster, S. W. (2001). The Recent Literature on Public Leadership Reviewed and Considered. *Leadership Quarterly*. 12/4. 485-514.
16. Kirkpatrick, S. A., Locke, E. A. (1991). Leadership: Do traits matter? *The Executive*. 5. 48-60.
17. Larsen, H. O. (2005). Transforming Political Leadership: Models, Trends and Reforms. In Berg, R., Rao, N. (Eds.). *Transforming Local Political Leadership*. 195-212. Palgrave Macmillan.
18. McAllister, I. (2011). Political Leaders in Westminster Systems. In Aarts, K., Blais, A., Schmitt, H. (Eds.). *Political Leaders and Democratic Elections*. 52-75. Oxford: Oxford University Press.
19. Mill, J. (2010). Of Local Representative Bodies. In *Considerations on Representative Government*. Cambridge University Press. 273-293.
20. Northouse, P. G. (2010). *Leadership. Theory and Practise. Fifth Edition*. Sage Publication.
21. Owen, J. (2006). *The Leadership Skills*. Kogan Page Limited.
22. Rosenzweig, S., Fisher, S. (1997). Idiographic vis-à-vis idiodynamic in the historical perspective of

<sup>9</sup>All data from websites retrieved during the period August-September 2016 and November 2016

- personality theory: Remembering Gordon Allport, 1897-1997. *Journal of the History of the Behavioral Sciences*. 33(4). 405-419.
23. Ruscio, K. P. (2008). *The Leadership Dilemma in Modern Democracy*. Cheltenham: Edward Elgar.
  24. Schumpeter, J. (2003). Capitalism, Socialism, and Democracy. In Dahl, R., Shapiro, I., Cheibub, J. A. (Eds). *The Democracy Sourcebook*. 5-12. MIT Press, Massachusetts.
  25. Weber, M. (1992). *Politik als Beruf*. Reclam Philipp jun. Stuttgart. 8.
  26. Winston Churchill quote. Available at <https://www.washingtonpost.com/news/dc-sports-bog/wp/2014/10/24/rgiii-and-winston-churchill/>.
  27. Yukl, G. A. (2012). *Leadership in Organizations* (8<sup>th</sup> ed). New York: Pearson Education.
  28. Rozenvalds, J. (2015). Democracy at a Crossroads. In Rozenvalds, J. (Ed.). *How Democratic is Latvia. Audit of Democracy 2005-2014*. 5-20. University of Latvia.
  29. Articles about Nils Ušakovs. Available at <http://www.delfi.lv/temas/nils-usakovs/>.
  30. Data on Internet Usage in Latvia. Available at <http://www.tns.lv/?lang=lv&fullarticle=true&category=-showuid&id=4980>.
  31. Data on Internet Usage in European Union. Available at <http://www.internetworldstats.com/stats9.htm#eu>.
  32. Data according to Marketing and Public Opinion Research Center SKDS. Available at <http://www.delfi.lv/news/national/politics/lembersgs-un-usakovs-pedejos-gados-audzejusi-tautas-milestibu.d?id=45424014>.
  33. Data about society trust in different institutions, including local self-government. Available at <http://www.tns.lv/?lang=lv&fullarticle=true&category=-showuid&id=4545>.
  34. Data about Most Important Social Networks. Available at <http://wearesocial.com/uk/blog/2016/04/weare-socials-monday-mashup-305>.
  35. Data about inhabitants of Latvia. Available at <http://www.csb.gov.lv/dati/statistikas-datubazes-28270.html>.
  36. Data about local self-government leaders. Available at [http://www.varam.gov.lv/lat/darbibas\\_veidi/pasv/kont/?doc=13066](http://www.varam.gov.lv/lat/darbibas_veidi/pasv/kont/?doc=13066).
  37. Data about local self-government leaders' followers on Twitter. Available at <https://twitter.com/?lang=en>.
  38. Interview with Nils Ušakovs. Available at <http://www.russkije.lv/lv/lib/read/n-ushakov.html?source=persons>.
  39. Interview with Nils Ušakovs. Available at <https://ltv.lsm.lv/lv/raksts/05.09.2016-intervija-ar-rigas-meru-nilu-usakovu.id79240/>.
  40. Interview with Nils Ušakovs. Available at <https://ltv.lsm.lv/lv/raksts/10.06.2016-intervija-ar-rigas-meru-nilu-usakovu.id73835/>.
  41. Interview with Nils Ušakovs. Available at <https://ltv.lsm.lv/lv/raksts/21.07.2016-intervija-ar-nilu-usakovu.id76646/>.
  42. Law on Local Governments. *Latvijas vēstnesis*. 1994. No. 61-192.
  43. City Council and Municipality Council Election Law. *Latvijas vēstnesis*. 1994. No. 10-141.
  44. European Charter of Local Self-Government. *European Treaty Series*. 1985. No. 122.
  45. Pleps, J. (2008). On Restoration of Independence. Available at <http://www.juristavards.lv/doc.php?id=175025>.
  46. Offerdal, A. (1989). *Den politiske kommunen*. Oslo: Det norske samlaget.

Abolina, I.

## Лидерство на местном уровне: подход к влиянию на процессы демократизации в Латвии

### Содержание

Во времена перемен и вызовов роль лидера является ключевой для развития стратегического видения и усиления демократии как на уровне местных органов управления, так и на высших политических должностях. Для местных лидеров важно развивать новые подходы, адаптироваться ко времени перемен, чтобы уметь поддерживать свою эффективность на местном уровне. Со дня обретения независимости, 4 мая 1990 года, Латвия является независимой демократической республикой, и местное правительство начало процесс трансформации своей структуры и стиля управления.

Цель данной статьи – исследовать развитие и становление лидеров, и то, каким образом лидеры

приобретают свои навыки и компетенции. В большинстве случаев задатки лидера формируются еще в школе, в некоммерческих организациях и в социуме. Важными лидерскими качествами являются высокая степень организованности и коммуникативные навыки, а также способность генерировать идеи, которые будут подхвачены и распространены. Акцент данной статьи ставится на процессах лидерства, а именно: как лидеры развивают и используют свои навыки, чтобы быть способными с помощью своих качеств преодолевать препятствия и использовать все свои таланты на благо службы. Научный интерес исследования обоснован тем, что общество, независимо от того, как хорошо местные органы управления выполняют свою

работу и насколько часто и доступно коммуницируют, не доверяет местным управленцам.

Задачи исследования:

- описать понятия «лидер» и «лидерство», что такое лидер, какие функции он выполняет;
- определить, какие задачи и вызовы стоят перед политическими лидерами будущего;
- оценить работу лидеров местного самоуправления;
- усилить влияние самоуправления лидеров на развитие демократии и принятие решений.

В первой части рассматриваются понятия лидера и лидерства: что такое лидер, что характеризует лидера и каковы вызовы для политических лидеров. Главные теории лидерства, такие как теория “признака” и теория “пути – цели”, рассматриваются в данной статье, принимая во внимание ряд факторов, характерных для формального управления на локальном уровне: такие как ответственность, риск, уверенность, мотивация подчиненных - все то, что помогает достигать поставленных целей.

Во второй части уделяется внимание тому, как ответственность и отношение лидера местного уровня влияет на укрепление демократии. Рассматриваются перемены в местном правительстве при смене лидера.

Основными методами, которые были применены, являются анализ теоретической литературы и полу структурированное интервью с использованием открытых вопросов с управленцами местного значения, что позволяет оценить степень влияния лидерства на местном уровне в Латвии. Качественный анализ интервью с руководителями местного самоуправления представляет первичные данные исследования. С помощью описанных методов представляется возможным получить научные знания о лидерстве и его процессах на уровне местного самоуправления. Уровень этого исследования позволяет понять влияние местных лидеров на развитие демократии и принятие решений.

Новизна исследования заключается в изучении и описании того, как публикации подписчиков социальной сети Twitter влияют на принятие решений лидерами местного самоуправления.

Данное исследование основано на изучении появления местного лидера в социальной сети Twitter. В соответствии с данными использования интернета в Европейском Союзе, 82 % населения в Латвии использует интернет. Согласно данным исследования рынка компании TNS Latvia, 71 % использует интернет на ежедневной основе. В Латвии 54 % использует социальную сеть Facebook и 4,5 % использует Twitter ежедневно. Это приводит к интересу исследовать, сколько из лидеров местного самоуправления имеют свои профили в Twitter, и влияет ли общение с теми, кто подписан на их аккаунты в социальных сетях, на принятие лидерами решений по различным вопросам, связанных с местным управлением. Исследование (Таблица 1) показывает, что 22 из 119 лидеров местного самоуправления имеют профили и подписчиков в Twitter.

В данной статье внимание направлено на местных лидеров, а именно на Нила Ушакова, председателя Рижской думы с 2009 года, так как он имеет самое большое число подписчиков в Twitter (93 611) и является лидером самого крупного города в Латвии, и на Яниса Розенбергса, мэра Цесиса с 2013 года. Янис Розенбергс представляет пример наибольшего числа подписчиков в Twitter (2 606) от района.

Оба интервью показывают, что лидеры хорошо образованы, они развивают свои навыки, они заботятся о своих городах и они приложили много усилий для того, чтобы превратить эти города в красивые и богатые европейские культурные и политические места, где международные организации проводят встречи, саммиты и концерты.

Интервью с Нилом Ушаковым и Янисом Розенбергсом показывают, что жители широко используют местные сервисы самоуправления, такие как публичные места, образовательные институты: школы и внешкольные мероприятия, посещают культурные события – то, что обеспечивается местным самоуправляющим органом, и что необходимо развивать в будущем.

Экономическое развитие делает возможным демократию, но политическое руководство делает ее реальным. История показывает, что она не повторяется в точности, но, если ее создают квалифицированные и мотивированные лидеры, движение вперед происходит с большим успехом. И это подтверждает тот факт, что политическая элита, лидеры, должны быть квалифицированными, дальновидными, ответственными, быть способными принимать ответственные решения.

Данное исследование признает, что роль местных лидеров в процессе демократизации, их влияние и роль в формировании демократии в Латвии зависит от способности лидера соединить силы команды для развития, чтобы слушать и общаться с жителями и совместно реализовывать концепции и стратегии городов или районов.

Эффект лидерства достигается за счет совместного использования ценностей и целей, получая власть через компетенции и обоснованные аргументы – так достигается прогресс. Помимо важных решений и сложных выборов, ожидается, что выбор самих лидеров будет очевиден. Важность спорить и убеждать является одним из вызовов для лидера. Действия и решительность являются жизненно важными для руководящей должности успешного лидера. Воплощение задуманного в реальность всегда требует определенных жертв. Трудно избавиться от старого в погоне за новым, но как только выбор сделан и необходимые меры приняты, приходит чувство освобождения. Принимать на себя новые вызовы всегда интереснее, чем решать одни и те же старые проблемы.

Анализ материала из интервью следует доработать в исследовании с целью обнаружить, как возможные различия между двумя лидерами местного самоуправления зависят от внешних факторов.

В статье делается вывод о эффективности и результативности работы местных лидеров в процессе

демократизации и его влияние на формирование демократии в Латвии. Уроки, извлеченные из этого исследования, таковы, что оба анализируемых руководителя – председатель Рижской думы Нил Ушаков и мэр Цесиса Янис Розенбергс, в конечном счете абсолютно человечны. Они учатся не только на своих успехах, но и на ошибках. Это исследование показало, что эффек-

тивность и влияние местных лидеров в процессе демократизации в Латвии на формирование демократии в стране может протекать с высокой мотивацией для дальнейшего развития, укрепления и реализации уже приобретённых ими навыков и компетенций.

**Ключевые слова:** лидер, политическое руководство, демократия.