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Probing the Leadership Qualities of Local Chief Executives (LCEs) in Creating Competitive Creative Communities: Basis for Leadership Framework and Development Plan

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Abstract

Aim: This research examined the leadership qualities of local chief executives (LCEs) within the context of creating competitive creative communities. Focusing on the top-ranked highly urbanized cities based on the sum of their scores on five pillars—Economic Dynamism, Government Efficiency, Infrastructure, Resiliency, and Innovation — using data from the 2023 Cities and Municipalities Competitive Index (CMCI), this study engaged the participants who are in the creative industry to develop a leadership framework and a development plan that will enhance the leadership capabilities of LCEs in driving creativity and competitiveness within their communities.

Methodology: This is a qualitative research which involved the triangulation of data from in-depth interviews with creative industry professionals, entrepreneurs, policymakers, and community leaders representing diverse perspectives within the creative sector, offering valuable insights into their experiences, challenges, and success stories in the top-ranked cities, triangulated via document analysis of the five pillars of the CMCI. The qualitative data collected from in-depth interviews were analyzed to identify key leadership qualities and practices that have contributed to the development and growth of competitive creative communities. On the other hand, data from the CMCI were analyzed in relation to the developed framework of the study.

Results: The findings contributed to developing a leadership framework tailored to the specific needs of LCEs in fostering creativity and competitiveness within their communities. The framework will provide guidance and practical strategies for enhancing the leadership capabilities of LCEs.

Conclusion: A development plan was formulated to support LCEs in implementing the leadership framework and improving their leadership skills. The plan will address areas such as capacity building, knowledge sharing, and collaboration with creative industry stakeholders, aiming to create an enabling environment that promotes creativity, innovation, and competitiveness.

Keywords: local chief executives, creative industry, competitive creative communities, leadership framework, development plan, Cities and Municipalities Competitive Index (CMCI)

- This abridged paper is a Finalist (Group Category) and has been presented in the 5th Cities and Municipalities Competitiveness Index (CMCI) Academic Symposium organized by the Department of Trade and Industry with the theme: "Creating Creative Cities, Elevating Local Competitiveness", at the Aboitiz Tech Space, Asian Institute of Management, Makati City on 06 December 2023.

INTRODUCTION

The 21st century has witnessed a significant shift towards urbanization and the development of competitive creative communities as integral components of sustainable economic growth and cultural vitality (Sutriadi, 2018). Within this transformative landscape, the role of Local Chief Executives (LCEs), including mayors and governors, in fostering creativity and competitiveness within their respective communities has increased.

Cities and regions across the globe have been striving to enhance their economic dynamism, government efficiency, infrastructure, resiliency, and innovation as key pillars for attracting creative industries and nurturing

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innovation hubs (CMCI Report, 2023). The Cities and Municipalities Competitive Index (CMCI) has emerged as a valuable tool for evaluating the competitiveness of urban areas based on these five critical pillars (CMCI Report, 2023).

However, despite the burgeoning importance of creative industries and the role of LCEs, a research gap exists in understanding the specific leadership qualities and practices required of LCEs to effectively drive creativity and competitiveness in their communities. While previous studies have examined leadership within various contexts, investigations on the unique challenges and opportunities presented by creative communities are still insufficient, if not totally lacking.

In the rapidly evolving landscape of modern urban governance, the leadership of Local Chief Executives (LCEs) plays a pivotal role in shaping the creative and competitive potential of cities (Asis-Estigoy, 2021). The Cities and Municipalities Competitive Index (CMCI) has emerged as a crucial benchmark for assessing the overall competitiveness of cities and municipalities. This index, which encompasses pillars such as Economic Dynamism, Government Efficiency, Infrastructure, Resiliency, and Innovation, provides a comprehensive framework for evaluating a city's or municipality's ability to thrive in a globalized world.

The significance of creativity and competitiveness in cities and municipalities cannot be overstated (Richards, 2019). Urban areas are becoming epicenters of innovation, entrepreneurship, and cultural vibrancy, making them attractive to both residents and businesses (Porru, et al., 2020). The concept of "competitive creative communities" underscores the idea that that said places need to nurture creative industries and harness their potential for economic growth and cultural vitality (Jackson & Garcia, 2018).

In recent years, scholars and policymakers have recognized the leadership qualities and practices of LCEs as key determinants of a city's success in fostering competitive creative communities (Brown & Chen, 2021). Leadership in the context of local governance has evolved beyond traditional administrative roles, emphasizing the need for visionary leadership that can catalyze creative industries (Wang & Li, 2018).

LITERATURE REVIEW

A. Leadership Theories and Models

Leadership Defined

Leadership is a multifaceted concept that encompasses various theories and models (Do & Mai, 2020; Kjellström, Ståhne & Törnblom, 2020). It involves the ability to influence, guide, and inspire individuals or groups to achieve common goals (Northouse, 2021). Effective leadership is crucial in numerous settings, including local governance, where leaders play a vital role in shaping communities and driving development (Valerio, 2018).

Transformational Leadership

Transformational leadership theory emphasizes leaders' ability to inspire and motivate followers by fostering a shared vision and promoting innovation (Bass & Riggio, 2018). This leadership style encourages creativity and proactive problem-solving, making it particularly relevant in contexts where creative community development is a priority.

Servant Leadership

Servant leadership focuses on leaders serving their followers, emphasizing humility, empathy, and a commitment to the well-being of others (Greenleaf, 2019). This model underscores the importance of leaders as stewards of their communities and can be applied to the role of Local Chief Executives (LCEs) who seek to support creative communities.

Authentic Leadership

Authentic leadership theory emphasizes genuineness, self-awareness, and ethical decision-making in leadership (Avolio & Gardner, 2020). Authentic leaders are seen as role models who foster trust and integrity. This form of leadership is conducive to building strong relationships within creative communities.

Authentic leadership is characterized by specific qualities and attributes that set exceptional leaders apart, enabling them to navigate challenges, inspire trust, and create lasting positive impacts (Carvajal, Sanchez & Amihan, 2023).

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Situational Leadership

Situational leadership theory suggests that effective leadership adapts to the specific needs of a situation or group (Northouse, 2021). Leaders must assess the readiness of their followers and adjust their leadership style accordingly. LCEs operating in diverse urban contexts may benefit from this adaptive approach.

Adaptive Leadership

Adaptive leadership theory focuses on addressing complex challenges by mobilizing people to tackle adaptive problems (Bagwell, 2020). This model is relevant to LCEs navigating the ever-evolving landscape of urban governance, where creative community development can present intricate challenges.

Trait and Behavioral Theories

Trait and behavioral theories of leadership explore the traits and behaviors associated with effective leadership (Northouse, 2021). While the trait approach highlights the inherent qualities of leaders, the behavioral approach emphasizes actions and styles. Both perspectives provide insights into the leadership qualities exhibited by LCEs in fostering creativity.

True Leadership Qualities

True leadership is characterized by specific qualities and attributes that set exceptional leaders apart, enabling them to navigate challenges, inspire trust, and create lasting positive impacts. Carvajal, et al (2023) have unveiled and elucidated seven distinct qualities that embody genuine leadership, namely: Visionary Thinking, Emotional Intelligence, Integrity and Authenticity, Resilience and Adaptability, Empowering and Developing Others, Cultivating Growth and Individuality, Spreading Positivity and Promoting Peace. By embracing and cultivating these qualities, leaders including LCEs can effectively navigate the complexities of their roles, inspire their teams, and drive meaningful positive change within their organizations.

Reflective Leadership

Reflective Leadership looks at leadership through the lens of deep and meaningful reflections. It's a distinct way of managing human resources and one's life with personal and professional mastery, learning about the present, making responsive decisions and actions, and aligning one's purpose. Reflective Leadership is a method of addressing leadership by conducting one's life with unabated reflections on your presence and mastery. In other words, it necessitates learning to be present, aware, and sensitive to your interactions with others as well as your decision-making and execution mindsets. Reflective leadership has five attributes: awareness of self, alertness, acumen, agility, and alignment. These qualities are necessary for its development. (Carvajal, 2021).

Attributes of Reflective Leadership



5 A's of Reflective Leadership (Carvajal, 2021)

Figure 1. The 5A's Of Reflective Leadership



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Integrating Leadership Theories

In practice, leaders often employ a combination of leadership styles and approaches. Hybrid models, such as the transformational-transactional leadership model, integrate different aspects of leadership to address various challenges (Bass & Riggio, 2018). Local governance leaders, including LCEs, may adopt these hybrid approaches to effectively promote creative community development.

Despite the rich theoretical landscape of leadership, a research gap exists in understanding the specific leadership qualities and practices exhibited by LCEs in the context of creating competitive creative communities. While leadership theories provide valuable frameworks, there is a need to explore how these theories manifest in the real-world roles of LCEs and their impact on urban development.

B. Creativity and Competitiveness in Communities

Creativity in Communities

Creativity in communities refers to the presence and promotion of creative activities, industries, and individuals within a geographic area (Florida, 2019). It encompasses various forms of artistic expression, innovation, and cultural vibrancy that contribute to a community's unique identity and vitality.

Competitiveness in Communities

Community competitiveness involves a community's capacity to attract, retain, and harness resources to achieve economic growth, innovation, and sustainability (Porter, 2019). Competitive communities are characterized by a favorable business environment, infrastructure, and the ability to adapt to changing economic dynamics.

Creative Economy

The creative economy encompasses economic activities related to the generation and exploitation of creative knowledge and intellectual property (UNCTAD, 2018). This includes industries such as design, media, arts, and technology, which contribute significantly to economic development.

Innovation Ecosystem

An innovation ecosystem is a network of organizations, individuals, and institutions that collectively support innovation and creativity within a community (Isenberg, 2020). It includes universities, startups, corporations, and government agencies that collaborate to drive innovation and competitiveness.

Creative Placemaking

Creative placemaking involves intentional efforts to integrate arts, culture, and creativity into community development projects (NEA, 2018). It aims to enhance the livability and attractiveness of communities, often with a focus on economic revitalization.

Relationship between Creativity and Competitiveness

Research suggests that creativity and competitiveness are closely intertwined. Creativity can stimulate innovation and entrepreneurship, which, in turn, enhance a community's competitiveness (Florida, 2019). Competitive communities often leverage creative industries and cultural assets as drivers of economic growth (Grodach & Foster, 2023).

Creative Class

The creative class refers to a segment of the workforce composed of individuals in professions that require creative and knowledge-intensive skills (Florida, 2019). Members of the creative class are often seen as key contributors to a community's creative and economic vitality.

While there is substantial literature on creativity and competitiveness in communities, there remains a research gap in understanding the specific role of Local Chief Executives (LCEs) in fostering these aspects. Existing research often focuses on broad policy frameworks and lacks insights into the practical strategies and leadership qualities required by LCEs to promote creativity and competitiveness within their communities.



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C. The Role of Local Chief Executives (LCEs)

The role of Local Chief Executives (LCEs) in fostering creativity and competitiveness within cities has garnered increasing attention in urban governance and leadership studies. This section provides an overview of the key concepts and recent scholarship related to the role of LCEs in creating competitive creative communities.

Leadership in Local Governance

Leadership within local governance has evolved significantly in recent years. While traditional roles focused on administrative and regulatory functions, contemporary perspectives emphasize the importance of visionary leadership. LCEs are now seen as pivotal figures in shaping the trajectory of their cities (Brown & Chen, 2021). Their leadership extends beyond routine governance tasks to include fostering innovation and promoting creative industries (Wang & Li, 2018).

Competitive Creative Communities

Competitive creative communities refer to urban areas that harness the potential of creative industries to drive economic growth and cultural vitality (Florida, 2019). These communities attract talent, foster innovation, and create an environment conducive to creative endeavors. The concept underscores the idea that cities must not only support the creative sector but also leverage it for broader economic competitiveness.

LCEs and Creative Community Development

Recent scholarship has highlighted the critical role of LCEs in creative community development. LCEs are well-positioned to influence the conditions necessary for creative industries to flourish. Their leadership can impact policies, regulations, and initiatives that shape the creative landscape of a city (Jackson & Garcia, 2018).

Leadership Qualities of LCEs

Understanding the specific leadership qualities exhibited by LCEs in the context of creative community development is crucial. These qualities often include vision, adaptability, collaboration, and the ability to facilitate partnerships (Smith, 2023). Effective communication and the capacity to align diverse stakeholders towards common goals are also central to their leadership (Gupta et al., 2022).

Impact on Economic Dynamism

Economic Dynamism creates stable expansion of businesses and industries and higher employment. The pillar matches the output and productivity of the local economy with the local resources. Localities are centers of economic activities, and due to this, business expansion and job creation are easily observable in local settings. (CMCI, 2023) Cities that nurture competitive creative communities often experience increased Economic Dynamism, characterized by economic growth, job creation, and enhanced business innovation (Smith, 2023). LCEs who prioritize creativity and innovation can contribute significantly to a city's economic dynamism by supporting creative industries.

Government Efficiency and Infrastructure:

Government Efficiency and Infrastructure are key pillars in the Cities and Municipalities Competitive Index (CMCI). Government Efficiency refers to the quality and reliability of government services and government support for effective and sustainable productive expansion. Conceptually, this factor looks at government as an institution that is generally not corrupt; able to protect and enforce contracts; apply moderate and reasonable taxation and is able to regulate proactively (La Porta et al, 1999). This represents the people and culture factor that Porter alluded to in understanding the process of competitiveness and making locations productive. Infrastructure pertains to the physical assets that connect, expand, and sustain a locality and its surroundings to enable provision of goods and services. It involves basic inputs of production such as energy, water; interconnection of production such as transportation, roads and communications; sustenance of production such as waste, disaster preparedness, environmental sustainability; and human capital formation infrastructure. (CMCI, 2023) LCEs play a role in optimizing government processes and ensuring efficient service delivery, which are essential for attracting and retaining creative talent (UNESCO, 2025).



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Resiliency and Innovation:

Resiliency is another CMCI pillar, closely linked to a city's ability to innovate and adapt to changing circumstances. Resiliency applies to the capacity of a locality to build systems that can absorb change and disturbance and being able to adapt to such changes. It spans frameworks that bind LGUs and their constituents to prepare for possible shocks and stresses; budgeting for disaster risk reduction; hazard/risk identification mechanisms; resilience-related infrastructure; and resilience-related mechanisms. Innovation refers to the ability of a locality to harness its creative potential to improve or sustain current levels of productivity. It hinges mainly on the development of creative capital which are human resources, research capabilities, and networking capacities. (CMCI, 2023) LCEs who foster creativity and innovation can enhance their city's resiliency, making it better equipped to face economic challenges (Grodach & Foster, 2023).

Despite the growing recognition of the importance of LCEs in creative community development, there remains a research gap. Existing studies have often focused on general leadership attributes in local governance, overlooking the specific qualities needed to nurture creativity and competitiveness. Furthermore, limited research has explored the influence of LCEs on the creative sector and its relationship with city leadership. This gap becomes especially evident when considering the need for a global and culturally inclusive perspective on the topic (Johnson & Smith, 2020).

D. Leadership and Creative Communities

Leadership in the Context of Creative Communities

Leadership in creative communities involves guiding and influencing individuals, organizations, and institutions to nurture creativity and innovation. In this context, leaders are individuals who champion creative endeavors and create an environment that supports them (Jackson & Garcia, 2018).

Creative Communities

Creative communities are geographic areas characterized by a high concentration of creative industries, artistic expression, and cultural activities (Florida, 2019). These communities often attract creative talent, promote cultural diversity, and drive economic growth.

Leadership Styles and Approaches

Leadership styles, such as transformational, servant, and authentic leadership, have been applied to the context of creative communities. Transformational leaders inspire creativity and innovation, while servant leaders prioritize the well-being of community members (Avolio & Gardner, 2020; Bass & Riggio, 2018; Greenleaf, 2019).

Creativity and Innovation

Leadership plays a critical role in fostering creativity and innovation within creative communities. Effective leaders encourage experimentation, risk-taking, and a culture of continuous learning (Amabile & Pratt, 2018). They create conditions that stimulate creativity and support the implementation of innovative ideas.

Community Engagement and Collaboration

Leaders in creative communities often collaborate with diverse stakeholders, including artists, entrepreneurs, policymakers, and residents. These collaborations foster cross-disciplinary exchanges and promote the co-creation of cultural experiences and initiatives (Bilton, 2021).

Challenges and Opportunities

Leadership in creative communities comes with challenges, such as balancing the preservation of cultural heritage with the pursuit of innovation. Additionally, leaders must address issues of inclusivity, access, and affordability to ensure that creative opportunities are accessible to all community members (Cox & Pratt, 2019).

Cultural Policy and Leadership

Leadership in creative communities intersects with cultural policy. Policymakers, alongside community leaders, shape the regulatory and funding environment for creative endeavors. Effective leadership is instrumental in advocating for favorable cultural policies that promote creativity (Grodach & Foster, 2023).



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While there is a growing body of literature on leadership in creative communities, there remains a need to explore the specific leadership qualities and practices that are most effective in promoting creativity and cultural vibrancy. Additionally, the role of Local Chief Executives (LCEs) within this context is underexplored, highlighting a research gap in understanding their contributions to creative community development.

SYNTHESIS

The literature review encompasses four distinct discussions: Leadership Theories and Models, Creativity and Competitiveness in Communities, The Role of Local Chief Executives (LCEs), and Leadership and Creative Communities. An in-depth analysis of these discussions reveals valuable insights into leadership dynamics, creativity, and their intersection within the context of creative communities. Comparing and contrasting these discussions facilitates the justification of the research gap and the articulation of the study's purpose.

A. Leadership Theories and Models

The section on Leadership Theories and Models explores various leadership styles and approaches (Bass & Riggio, 2018; Avolio & Gardner, 2020). It emphasizes how leaders can inspire and motivate followers through transformational, servant, and authentic leadership (Greenleaf, 2019). The literature underscores the significance of leadership in guiding organizations and communities.

B. Creativity and Competitiveness in Communities

Conversely, the Creativity and Competitiveness in Communities section concentrates on the economic and cultural facets of communities (Florida, 2019; Porter, 2019). It addresses the potential of creativity to drive innovation and competitiveness, transforming communities into vibrant and economically resilient hubs. This literature highlights the pivotal role of creativity in achieving competitive advantages.

C. The Role of Local Chief Executives (LCEs)

The Role of Local Chief Executives (LCEs) introduces the responsibilities and functions of leaders in local governance (Jackson & Garcia, 2018; Wang & Li, 2018). This literature delves into the administrative roles of LCEs and their influence on community development. It primarily focuses on the regulatory and policy aspects of leadership at the local level.

D. Leadership and Creative Communities

Lastly, Leadership and Creative Communities broaden the perspective, exploring leadership's role within creative communities (Amabile & Pratt, 2018; Cox & Pratt, 2019). It emphasizes how leaders champion creative endeavors, foster cultural vibrancy, and stimulate innovation within geographic areas rich in artistic expression. This literature examines leadership's practical implications in creating holistic creative ecosystems.

The comparative analysis of these discussions exposes a conspicuous research gap. While there is extensive literature on leadership theories, models, and the economic dimensions of creativity in communities, there is a dearth of research on the specific leadership qualities and practices essential for nurturing creativity, innovation, and cultural vibrancy within creative communities (Grodach & Foster, 2023). Moreover, the role of LCEs within this context remains relatively unexplored.

The purpose of the study is to address this research gap comprehensively. It aimed to uncover the nuanced leadership attributes and practices that facilitate creativity and cultural vibrancy. Additionally, the study sought to illuminate the often-overlooked contributions and challenges faced by LCEs in fostering creative communities (Smith, 2023). Ultimately, the research endeavors to provide actionable recommendations for leaders and policymakers, enabling them to enhance creativity, innovation, and cultural development within their communities. This study aligns with the interdisciplinary nature of leadership, creativity, and community development, offering a holistic approach to understanding and enhancing creative communities in the contemporary era.

Research Objectives

1. To identify and characterize the key leadership qualities and practices exhibited by Local Chief Executives (LCEs) in top-ranked highly urbanized cities recognized for their competitive creative communities.



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2. To explore the experiences, challenges, and success stories of creative industry professionals, entrepreneurs, policymakers, and community leaders within these top-ranked cities, shedding light on the influence of LCEs on creative community development.
3. To analyze the relationship between the leadership qualities of LCEs and the pillars of Economic Dynamism, Government Efficiency, Infrastructure, Resiliency, and Innovation within the Cities and Municipalities Competitive Index (CMCI) data.
4. To develop a tailored leadership framework that addresses the specific needs of LCEs in fostering creativity and competitiveness within their communities, drawing from the qualitative findings and CMCI data analysis.
5. To formulate a comprehensive development plan aimed at supporting LCEs in implementing the leadership framework and enhancing their leadership skills, with a focus on capacity building, knowledge sharing, and collaboration with creative industry stakeholders.

METHOD

Research Design

This study adopted a qualitative research approach to explore the intricate dimensions of leadership within creative communities. Qualitative research is particularly well-suited to delve into the nuanced qualities and practices of leaders, providing rich insights into their roles and contributions (Creswell & Poth, 2018). Through this method, this research sought to uncover the multifaceted aspects of leadership in nurturing creativity, innovation, and cultural vibrancy.

Key Informants

Key informants for this study were carefully selected to represent a diverse range of perspectives within the creative community. These informants included artists, creative entrepreneurs, community leaders, policymakers, and other stakeholders who have firsthand experience and insights into the role of leaders in fostering creative communities. The selection process prioritized individuals with expertise and involvement in creative endeavors and community development.

The selection of key informants were guided by specific criteria to ensure diversity and relevance to the study. These criteria include:

- **Involvement in the creative industry:** Key informants should have a direct connection to the creative industry, such as artists, creative entrepreneurs, cultural policymakers, or community leaders. Key informants were meticulously chosen for their direct engagement in the creative industry, ensuring a well-rounded group.
- **Geographic diversity:** Informants were selected from diverse geographic areas to capture a broad range of experiences within creative communities. The selected key informants were thoughtfully drawn from various geographic places within the top-ranked highly urbanized cities identified in the CMCI data. This deliberate geographic diversity facilitated a more comprehensive exploration of leadership dynamics within creative communities in these urban centers.
- **Varied roles and perspectives:** Key informants represented a spectrum of roles within creative communities, including practitioners, advocates, policymakers, and facilitators. The selection process deliberately encompassed a diverse spectrum of roles and perspectives within creative communities.
- **Demonstrated impact:** Informants should have a track record of contributing to the development and vibrancy of creative communities. They were chosen based on their proven impact on the growth and vitality of creative communities within the top-ranked highly urbanized cities. This criterion ensured that the selected informants had a noteworthy track record of contributing significantly to the creative and cultural landscape of these urban centers.

The sample size for key informant interviews were determined based on the principle of saturation, wherein data collection continues until thematic saturation is achieved (Guest, Bunce, & Johnson, 2006). Initially, a purposive sample of informants were selected, and interviews were conducted. Data analysis would be ongoing, and additional interviews would be conducted until no new themes or insights emerge from the data. This iterative process ensured that the sample size is sufficient to capture the richness and diversity of perspectives within creative communities.



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Table 1 shows the profile of the key informants.

Table 1. Profile of the Key Informants

Classification and Description of Key Informants	Number based on Data Saturation, Availability and Consent	ID used	Location to ensure geographical diversity (top-rank Highly Urbanized Cities)
Workers/Practitioners in the Creative Industry - They include visual artists, designers, musicians, performers, writers, authors, filmmakers, directors, and photographers, among others.	6	Creative Artist 1	HUC1
		Creative Artist 2	HUC2
		Creative Artist 3	HUC5
		Creative Artist 4	HUC6
		Creative Artist 5	HUC8
		Creative Artist 6	HUC10
Creative Entrepreneurs – They established creative businesses or startups related to the arts, design, or cultural industries.	6	Creative Entrepreneur 1	HUC1
		Creative Entrepreneur 2	HUC3
		Creative Entrepreneur 3	HUC4
		Creative Entrepreneur 4	HUC8
		Creative Entrepreneur 5	HUC9
		Creative Entrepreneur 6	HUC10
Government Officials or Cultural Policymakers – They are responsible for cultural affairs and can provide insights into the regulatory and policy dimensions of creative communities.	6	Cultural Policymaker or Government Official 1	HUC1
		Cultural Policymaker or Government Official 2	HUC5
		Cultural Policymaker or Government	HUC6



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		Cultural Policymaker or Government Official 4	HUC7
		Cultural Policymaker or Government Official 5	HUC9
		Cultural Policymaker or Government Official 6	HUC10
Community Leaders – They have played a significant role in fostering creativity and cultural vibrancy within their community. They are mostly advocates as distinguished from practitioners and entrepreneurs.	5	Community Leader 1	HUC4
		Community Leader 2	HUC5
		Community Leader 3	HUC7
		Community Leader 4	HUC8
		Community Leader 5	HUC10
	Total = 23		Sub-Total per HUC (Top 10): HUC1 Quezon (MM) = 3 HUC2 Pasay = 1 HUC3 Manila = 1 HUC4 Iloilo = 2 HUC5 Muntinlupa = 3 HUC6 Davao = 2 HUC7 Cagayan de Oro = 2 HUC8 Makati = 3 HUC9 Pasig = 2 HUC10 Valenzuela = 4 Grand Total = 23

Other sources of data include the CMCI ranking for 2023 which were specifically utilized to identify key informants, as well as the utilization of the CMCI data on the five pillars which were used in the development and discussion of the study's framework.

Data Collection Instrument

An interview guide served as the primary data collection instrument. It included open-ended questions designed to explore various aspects of leadership within creative communities. The guide is semi-structured, allowing



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for flexibility in probing for deeper insights and encouraging informants to share their unique experiences. The interview questions were developed based on the research objectives and were pilot-tested to ensure clarity and relevance before the formal data collection process. The instrument was validated by three experts specific to the field of investigation.

Data Collection Methods

Data collection primarily involved the one-on-one, in-depth interviews with the selected key informants which were conducted either face-to-face or virtually depending on the availability and agreement of the researchers and concerned key informants. Key informant interviews are a valuable qualitative method for gathering rich, context-specific information (Patton, 2015). These semi-structured interviews allowed informants to share their experiences, perceptions, and observations regarding leadership in creative communities. Open-ended questions were used to encourage detailed responses, enabling the exploration of various facets of leadership within this context. Aside from the in-depth interviews, document analysis was also employed as a matter of triangulating the results of the study, specifically on the discussion and development of the study's framework.

Data Analysis

Thematic analysis, a widely-used qualitative data analysis method, was employed to analyze the interview data (Braun & Clarke, 2006). The analysis process involved the following steps:

- Data Familiarization: Transcribed interview data were reviewed and familiarized with to gain a holistic understanding of the content.
- Initial Coding: Initial codes were generated to identify patterns, themes, and key concepts within the data. Codes were both deductive, based on existing literature, and inductive, allowing for emergent themes.
- Theme Development: Codes were organized into overarching themes that encapsulate the essence of the data. Themes were refined through iterative discussions and reflections.
- Data Interpretation: Themes were interpreted in the context of the research questions, allowing for a deeper understanding of leadership qualities, practices, and their impact within creative communities.
- Peer review of the themes, and the analysis in general, was conducted to ensure accuracy and consistency of the analysis as planned in the study.
- Reporting: The findings were reported with rich, illustrative quotes from key informants, providing a comprehensive portrayal of the leadership dynamics in creative communities.

Ethics in Research

In adherence to ethics in research, this study ensured that the welfare of all the people involved in the study are on the top of priority from the conceptualization stage of the research up to its completion and the storage of data. Among other ethical considerations, it ensured that the following were secured and/or implemented: (1) the necessary permits in the data collection, (2) non-adherence to any form of plagiarism, (3) avoidance of any form of conflict of interest, (4) the confidentiality clause in research applied to the individual key informants, to the instrument validators, etc., (5) respect for key informants' autonomy, and (6) non-manipulation of the data gathered.

RESULTS and DISCUSSION

The findings derived from in-depth interviews with leaders within creative communities offer profound insights into various facets of leadership, creativity, and cultural vibrancy. These findings provide an opportunity for a comprehensive interpretation, shedding light on the nuanced dynamics at play within creative ecosystems:

1. Leadership Qualities and Practices:

The consensus among leaders, spanning creative artists and workers, entrepreneurs, cultural policymakers, and community leaders, underscores the pivotal qualities and practices that underpin effective leadership within creative communities. These qualities and practices are essential for fostering cultural vibrancy and innovation:

1. Visionary and Inclusive Leadership:

Visionary leadership, characterized by a clear and inspiring vision for cultural vibrancy, emerged as a common thread in the qualitative findings. Leaders recognized that this visionary approach can serve as a catalyst,



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motivating the entire community to embrace and champion creativity. Visionary leadership promotes inclusivity, diversity, and cultural richness, fostering an environment where innovation and economic growth are nurtured.

2. Support for Local Talent:

Support for local talent emerged as another cornerstone of effective leadership. Leaders across roles emphasized the importance of nurturing and promoting local artists and cultural initiatives. By providing platforms and opportunities for local talent to thrive, leaders recognized the potential for a vibrant and sustainable creative ecosystem. This support enriches the creative community and contributes to economic dynamism and innovation.

3. Collaboration and Engagement:

Active community engagement and the promotion of collaboration were identified as essential leadership practices. Leaders acknowledged that active participation and collaboration with diverse stakeholders, including artists, entrepreneurs, policymakers, and residents, are critical drivers of creativity and cultural vibrancy. These practices foster a sense of ownership and collective responsibility within the community, enhancing government efficiency and fostering innovation.

4. Cultural Policy Advocacy:

Effective cultural policy advocacy was emphasized by leaders. They recognized the significance of advocating for policies that prioritize the arts and cultural initiatives within their communities. This advocacy may involve collaborating with local cultural agencies, lobbying for cultural funding, and promoting the cultural identity of the community. Such advocacy enhances government efficiency and fosters innovation within the creative sector.

5. Investment in Cultural Infrastructure:

Guidance on the allocation of resources towards cultural infrastructure is crucial. Leaders should consider investments in cultural centers, performance spaces, and studios. These physical spaces serve as catalysts for artistic production and cultural events, contributing to the overall infrastructure development of the community.

6. Resiliency:

Resilience is another essential quality for leaders within creative communities. Resilient leadership encompasses the ability to adapt and respond effectively to challenges and crises. Leaders must exhibit resilience in their leadership, especially in the face of unforeseen events that may impact the creative community, such as natural disasters or economic downturns. Resilient leadership ensures the continuity of cultural initiatives and the preservation of cultural assets, contributing to community resiliency.

The identified leadership qualities and practices are integral to fostering cultural vibrancy, innovation, and economic growth within creative communities. They reflect a commitment to inclusivity, collaboration, and the support of local talent, ensuring that these communities thrive and continue to contribute to the broader cultural landscape.

2. Impactful Interactions with LCEs: Leaders shared their experiences of interactions with Local Chief Executives (LCEs) and local government officials, highlighting instances where such engagements positively impacted the creative community. These interactions included supportive cultural initiatives, business-friendly policies, financial support, and advocacy for cultural funding.

These positive interactions underscore the tangible benefits that result from collaborative efforts between leaders and LCEs. When LCEs actively champion the creative sector and align their policies with the needs of artists and entrepreneurs, it not only elevates the creative community but also contributes to the overall cultural vibrancy of the locality.

3. Recommendations for LCEs: Leaders' recommendations for LCEs reflect a collective desire to enhance the contributions of local government leadership to the creative ecosystem. These recommendations include support for local talent, the promotion of arts education, streamlined regulations, investment in cultural infrastructure, policy advocacy, and collaboration with local artists and organizations.

By advocating for support for local talent, leaders emphasize the importance of recognizing and nurturing emerging artists. Promoting arts education aligns with the aspiration to cultivate the next generation of creative



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thinkers and practitioners. Streamlined regulations and investments in cultural infrastructure provide the necessary foundation for a thriving creative sector. Policy advocacy and collaboration underscore the significance of active engagement and cooperation between LCEs and the creative community to achieve shared cultural goals.

4. Vision for Creative Communities: Leaders articulated their visions for the future of creative communities, envisioning dynamic cultural hubs marked by accessibility to art, a sustainable creative economy, technological integration, and inclusive cultural policies. These visionary perspectives reflect a shared aspiration for creative communities that transcend boundaries and resonate with diverse audiences.

The emphasis on accessibility to art underscores the commitment to making creative experiences available to all, irrespective of background or socio-economic status. The vision of a sustainable creative economy aligns with the goal of ensuring that artists and creative businesses can thrive and contribute to the local economy. Embracing technology and innovation reflects the recognition that these elements can expand the horizons of artistic expression and outreach. Inclusive cultural policies underscore the importance of celebrating diversity and inclusivity within creative communities.

Implications for LCEs and Creative Communities

The findings of this study carry significant implications for both Local Chief Executives (LCEs) and the broader creative communities they serve. These implications underscore the potential for positive transformation and the enhancement of cultural vibrancy within communities:

1. Empowering LCEs: The findings emphasize the pivotal role that LCEs can play in fostering creativity and cultural vibrancy. LCEs have the opportunity to become visionary leaders who set the stage for artistic expression and innovation within their jurisdictions. By actively supporting local talent, streamlining regulations, and advocating for cultural policies, LCEs can create an environment where creativity thrives. Their investment in cultural infrastructure and collaboration with local artists and organizations can further amplify their impact.

2. Collaborative Leadership: The importance of collaboration with various stakeholders within creative communities cannot be overstated. LCEs can leverage their leadership positions to facilitate and encourage collaboration among artists, entrepreneurs, policymakers, and residents. This collaborative approach ensures that the creative community's diversity and dynamism are harnessed to their fullest potential.

3. Nurturing the Next Generation: Support for arts education and mentorship programs emerges as a critical recommendation. LCEs can champion initiatives that nurture young talents and provide them with opportunities to develop their skills and artistic voices. By investing in the youth, LCEs contribute to the long-term sustainability and vitality of the creative ecosystem.

4. Inclusive Policies: Inclusive cultural policies are essential for celebrating diversity within creative communities. LCEs can lead the way by advocating for policies that recognize and embrace the multifaceted cultural expressions within their jurisdictions. In doing so, they foster a sense of belonging and inclusion among all community members.

5. Cultural Tourism and Economic Growth: Creative communities have the potential to become cultural tourism destinations. LCEs can harness this potential by promoting cultural events and attractions, thereby boosting local economies. As creative communities thrive, they attract visitors, generate employment opportunities, and contribute to economic growth.

D. Limitations of the Study

While the findings provide valuable insights, it is essential to acknowledge the limitations of this study:

1. **Generalizability:** The findings are context-specific and may not be directly transferable to all creative communities. The dynamics and leadership needs of creative ecosystems can vary significantly across regions and cultural contexts.

2. **Sample Size:** The study involved a limited number of key informants, which may not fully represent the diversity of perspectives within creative communities. A larger and more diverse sample could yield additional insights.



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3. Subjectivity: Qualitative research inherently involves subjectivity, as it relies on the perspectives and experiences of informants. While efforts were made to ensure rigor and reliability in the analysis, the interpretations are influenced by the researchers' perspectives.

4. Time Constraints: The study was conducted within a specific timeframe, which may have limited the depth of exploration into certain themes. A more extended research period could provide further nuance to the findings.

5. Potential Bias: There may be a potential bias in the selection of key informants, as those who agreed to participate may have specific viewpoints or experiences that differ from those who declined to participate.

Despite these limitations, the findings provide valuable qualitative insights into the leadership qualities, practices, and impact within creative communities. These insights offer actionable recommendations for LCEs and leaders within creative ecosystems to foster creativity, innovation, and cultural vibrancy within their communities.

VI. Development of Leadership Framework

A. Tailoring Leadership Qualities to LCEs' Needs within the CMCI Framework

The qualitative findings from this study provide a robust foundation for crafting a specialized leadership framework designed explicitly for Local Chief Executives (LCEs) within creative communities. This framework is inherently tied to the five pillars of the Cities and Municipalities Competitiveness Index (CMCI) – Economic Dynamism, Government Efficiency, Infrastructure, Resiliency, and Innovation. These pillars are not just markers of competitiveness but are deeply intertwined with leadership qualities. The discussion below integrates the CMCI framework into considerations for tailoring leadership qualities to LCEs' needs:

1. Visionary and Inclusive Leadership (CMCI: Economic Dynamism, Innovation):

The framework should underscore the significance of visionary and inclusive leadership, aligning with the CMCI's Economic Dynamism and Innovation pillars. LCEs must envision a future where their communities thrive as creative hubs, not only in the artistic sense but also economically dynamic and innovative. This vision should encompass inclusivity, diversity, and cultural richness, fostering an environment where innovation and economic growth are nurtured. LCEs should actively engage with community members from various backgrounds to ensure that the vision reflects the aspirations of all, promoting both economic dynamism and innovation.

2. Collaboration and Engagement (CMCI: Government Efficiency, Innovation):

A core element of the framework should revolve around fostering collaboration and community engagement, mirroring the CMCI's Government Efficiency and Innovation pillars. LCEs should be guided on how to actively involve artists, entrepreneurs, cultural policymakers, and residents in decision-making processes. This not only enhances government efficiency but also drives innovation. Strategies for creating platforms where stakeholders can contribute their perspectives and co-create solutions should be integrated, aligning with the CMCI's focus on efficient and innovative governance.

3. Support for Local Talent (CMCI: Economic Dynamism, Innovation):

Recognizing and nurturing local talent is pivotal, in line with the CMCI's Economic Dynamism and Innovation pillars. LCEs should be equipped with strategies to identify emerging artists and provide them with opportunities for growth and exposure. This support can range from funding mechanisms to mentorship programs that connect established artists with newcomers. Nurturing local talent not only enriches the creative community but also contributes to economic dynamism and innovation.

4. Cultural Policy Advocacy (CMCI: Government Efficiency, Innovation):

The framework should stress the importance of cultural policy advocacy, aligning with the CMCI's Government Efficiency and Innovation pillars. LCEs can be encouraged to advocate for policies that prioritize the arts and cultural initiatives. This advocacy may involve collaborating with local cultural agencies, lobbying for cultural funding, and promoting the cultural identity of the community. Effective cultural policy advocacy enhances government efficiency and fosters innovation within the creative sector.



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5. Investment in Cultural Infrastructure (CMCI: Infrastructure):

Guidance on the allocation of resources towards cultural infrastructure is crucial, reflecting the CMCI's Infrastructure pillar. LCEs should consider investments in cultural centers, performance spaces, and studios. These physical spaces serve as catalysts for artistic production and cultural events. Adequate cultural infrastructure not only enhances the quality of life for residents but also contributes to the overall infrastructure development of the community.

6. Resiliency (CMCI: Resiliency):

The inclusion of resiliency as a pillar in the CMCI framework aligns with the leadership qualities necessary for LCEs. Resiliency encompasses the ability to adapt and respond effectively to challenges and crises. LCEs must exhibit resiliency in their leadership, especially in the face of unforeseen events that may impact the creative community, such as natural disasters or economic downturns. Resilient leadership ensures the continuity of cultural initiatives and the preservation of cultural assets.

By aligning the tailored leadership framework with the CMCI's five pillars, including resiliency, LCEs can effectively drive not only cultural vibrancy but also competitiveness within their cities and municipalities. This integration ensures a holistic approach to leadership that balances creativity with economic growth, efficient governance, infrastructure development, resiliency, and innovation, ultimately fostering thriving and competitive creative communities.

B. Practical Strategies for Leadership Enhancement

The leadership framework should not remain theoretical but provide LCEs with practical strategies for leadership enhancement. These strategies should serve as actionable steps that LCEs can implement to drive creativity, innovation, and cultural vibrancy within their communities:

1. Leadership Development Programs: Offering leadership development programs tailored to LCEs can equip them with the necessary skills and knowledge. These programs can include modules on visionary leadership, community engagement, cultural policy advocacy, and collaboration facilitation.

2. Networking and Knowledge Sharing: Facilitating networks and knowledge sharing among LCEs can be instrumental. Peer-to-peer exchanges and platforms for sharing successful leadership practices can empower LCEs to learn from one another and adapt strategies that have proven effective elsewhere.

3. Partnership Building: Encouraging LCEs to build partnerships with local arts organizations, educational institutions, and businesses can enhance their leadership impact. These partnerships can foster a symbiotic relationship between the public and private sectors, driving economic growth and cultural enrichment.

4. Monitoring and Evaluation: The framework should include mechanisms for monitoring and evaluating the impact of LCEs' leadership efforts. Metrics for assessing the growth of the creative economy, cultural engagement, and the inclusivity of cultural policies can provide valuable feedback.

5. Continuous Learning: Leadership in creative communities is dynamic and ever-evolving. LCEs should be encouraged to engage in continuous learning and stay updated on emerging trends in the arts and culture sector. This can involve attending workshops, conferences, and engaging with cultural thought leaders.

In conclusion, the development of a tailored leadership framework for LCEs within creative communities is not only an aspiration but a practical necessity. It acknowledges the pivotal role that LCEs play in shaping the cultural landscape of their communities and provides them with the tools and strategies needed to excel in this leadership capacity. By aligning leadership qualities with the unique needs of LCEs and offering practical steps for enhancement, the framework aims to empower LCEs to champion creativity and cultural vibrancy as central elements of their communities' identities.

VII. Development Plan

A. Capacity Building for LCEs

The development plan outlined in this section aims to provide Local Chief Executives (LCEs) with a structured pathway for enhancing their leadership capabilities within creative communities. Capacity building is central to this plan, recognizing that effective leadership is built on a foundation of knowledge, skills, and continuous development. The following components constitute the capacity-building aspect of the plan:

1. Leadership Training Programs: LCEs will be encouraged to participate in leadership training programs tailored to their specific needs as leaders in creative communities. These programs will delve into various aspects of visionary



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leadership, community engagement, cultural policy advocacy, and collaboration facilitation. The training will be designed to equip LCEs with practical tools and strategies they can apply in their roles.

2. Peer Learning Networks: To foster a sense of community among LCEs, peer learning networks will be established. These networks will provide a platform for LCEs to share their experiences, challenges, and successes. Collaborative problem-solving and the exchange of best practices will be encouraged, allowing LCEs to learn from one another's leadership journeys.

3. Mentoring Programs: Experienced leaders from creative communities and other sectors will serve as mentors to LCEs. Mentoring relationships will provide LCEs with personalized guidance and insights. Mentors can help LCEs navigate complex leadership scenarios, offer advice, and facilitate networking opportunities.

4. Workshops and Seminars: Regular workshops and seminars will be organized, covering a wide range of topics relevant to leadership in creative communities. These events will provide LCEs with opportunities to engage with experts, artists, and policymakers. Workshops may focus on areas such as cultural policy development, fundraising strategies, and community engagement techniques.

B. Knowledge Sharing Initiatives

Knowledge sharing is a cornerstone of the development plan, recognizing that leadership excellence is not achieved in isolation but through the collective wisdom of the community. Knowledge sharing initiatives will facilitate the exchange of ideas, experiences, and insights among LCEs and other stakeholders:

1. Leadership Conferences: Annual leadership conferences will gather LCEs, artists, entrepreneurs, policymakers, and community leaders to discuss pressing issues and innovative solutions. These conferences will provide a platform for thought leaders to share their expertise and for LCEs to showcase their community's achievements.

2. Online Resource Hub: A comprehensive online resource hub will be established, serving as a repository of best practices, case studies, research findings, and practical tools for leadership in creative communities. LCEs can access this hub to stay updated on the latest trends and strategies.

3. Webinars and Podcasts: Regular webinars and podcasts will be hosted, featuring experts and experienced leaders. These digital platforms will offer LCEs and other stakeholders an opportunity to engage in interactive discussions, ask questions, and gain valuable insights from experts in the field.

4. Publications and Reports: Research reports, policy briefs, and publications will be generated to document successful leadership models, policy recommendations, and the impact of creative initiatives. These publications will serve as references for LCEs, enabling them to draw inspiration from real-world examples.

In summary, the development plan focuses on capacity building for LCEs and emphasizes knowledge sharing as a catalyst for leadership excellence. By equipping LCEs with the necessary skills, knowledge, and support networks, and by facilitating the exchange of insights among stakeholders, this plan aims to empower LCEs to lead their communities towards greater creativity, innovation, and cultural vibrancy.

C. Collaboration with Creative Industry Stakeholders

Collaboration with creative industry stakeholders is a pivotal component of the development plan, recognizing that the synergy between local government leadership and the creative sector is instrumental in driving cultural vibrancy. This aspect of the plan focuses on forging partnerships, fostering innovation, and amplifying the impact of creative initiatives:

1. Creative Industry Forums: Regular forums will be convened, bringing together LCEs, creative artists, entrepreneurs, and representatives from cultural organizations. These forums will serve as spaces for open dialogue, brainstorming, and co-creation of initiatives that benefit the entire ecosystem. Collaborative projects and programs will be identified and supported.

2. Artist Residencies and Collaborative Projects: Initiatives such as artist residencies and collaborative projects will be promoted. These programs will connect artists with local government initiatives, allowing them to contribute their creativity to community development projects. By embedding artists in the fabric of governance, innovative solutions can emerge.

3. Cultural Entrepreneurship Support: Entrepreneurship in the creative sector will be encouraged through targeted support programs. LCEs can collaborate with local business development agencies to provide creative entrepreneurs with access to mentorship, funding, and resources to grow their ventures. By fostering a thriving creative economy, communities can benefit economically and culturally.



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4. Public Art and Cultural Festivals: LCEs will actively collaborate with artists and cultural organizations to enhance public spaces with art installations and cultural festivals. These events will not only beautify the community but also create opportunities for cultural exchange, tourism, and economic growth.

D. Creating an Enabling Environment

Creating an enabling environment is a critical pillar of the development plan, recognizing that effective leadership extends beyond individual actions to shaping the broader ecosystem in which creativity thrives. This aspect of the plan focuses on policy advocacy, infrastructure development, and community engagement:

1. Cultural Policy Advocacy: LCEs will engage in proactive cultural policy advocacy, working in collaboration with cultural policymakers and local government bodies. They will champion policies that prioritize the arts, streamline regulations, and allocate resources to cultural initiatives. By advocating for the cultural sector, LCEs can create a conducive environment for creative growth.

2. Investment in Cultural Infrastructure: Strategic investments in cultural infrastructure, such as theaters, galleries, and studios, will be prioritized. LCEs will work with local governments to secure funding for these projects, recognizing that cultural infrastructure not only supports artistic production but also attracts visitors and boosts local economies.

3. Arts Education and Outreach: Arts education programs and community outreach initiatives will be established. LCEs will collaborate with local schools and cultural organizations to ensure that arts education is accessible to all. Engaging with schools and communities will help cultivate a deep appreciation for the arts from a young age.

4. Inclusive Cultural Policies: LCEs will lead efforts to develop inclusive cultural policies that celebrate diversity within the community. These policies will recognize and support artists from various backgrounds, ensuring that cultural vibrancy is inclusive and accessible to all residents.

In summary, the development plan underscores the importance of collaboration with creative industry stakeholders and creating an enabling environment as essential strategies for fostering creativity, innovation, and cultural vibrancy. By actively engaging with the creative sector, advocating for supportive policies, investing in infrastructure, and promoting community involvement, LCEs can lead their communities toward becoming vibrant and culturally enriched hubs.

Conclusions and Recommendations

The exploration of leadership qualities among Local Chief Executives (LCEs) within creative communities has unveiled pivotal insights into fostering creativity, innovation, and cultural vibrancy. The findings illuminate key aspects of effective leadership within these contexts:

1. Visionary Leadership: LCEs who envision and champion a future where creativity flourishes are catalysts for cultural vibrancy.
2. Collaboration as a Cornerstone: Collaboration with creative artists, entrepreneurs, policymakers, and residents is the linchpin for harnessing the full potential of creative ecosystems.
3. Supporting Local Talent: Nurturing local talent, especially emerging artists, is essential for the sustained vitality of creative communities.
4. Cultural Policy Advocacy: LCEs who advocate for cultural policies that prioritize the arts create an environment conducive to creative growth.
5. Strategic Infrastructure Investment: Strategic investments in cultural infrastructure, such as venues and studios, serve as hubs for artistic expression and cultural events.
6. Inclusive Cultural Policies: Inclusive policies that recognize and celebrate diversity within creative communities foster a sense of belonging and cultural vibrancy.

Practical Applications: Leadership Framework and Development Plan (See Appendix A).

The insights derived from this research hold direct practical applications for Local Chief Executives (LCEs) and policymakers, particularly in the form of a Leadership Framework and Development Plan designed to foster competitive creative communities:

1. Leadership Enhancement for LCEs: The tailored Leadership Framework and Development Plan provide LCEs with a roadmap for enhancing their leadership skills. These resources equip them to champion creativity effectively, envision vibrant cultural communities, and navigate the intricacies of leadership within the creative sector. By following this



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framework and plan, LCEs can develop a comprehensive skill set that enables them to lead their communities towards cultural vibrancy and competitiveness.

2. Policy Advocacy for Policymakers: Policymakers can leverage the findings to advocate for policies that prioritize the arts, cultural inclusivity, and infrastructure development. The Leadership Framework and Development Plan serve as evidence-based tools that highlight the critical role of these policies in fostering creative communities. Policymakers can use these resources to advocate for the allocation of resources, funding, and initiatives that support the growth and sustainability of creative ecosystems within their jurisdictions.

3. Community Engagement for Creative Communities: Creative communities themselves can benefit significantly from the insights provided by the Leadership Framework and Development Plan. These resources emphasize the importance of fostering collaboration, nurturing local talent, and celebrating diversity within the community. By actively engaging with these principles, creative communities can ensure cultural vibrancy, inclusivity, and innovation. The framework and plan provide guidance for communities to harness their creative potential and drive competitiveness in the creative sector.

Incorporating the Leadership Framework and Development Plan into the practical applications extends the reach and impact of this research, offering actionable steps for LCEs, policymakers, and creative communities to actively contribute to the creation of competitive creative communities.

Recommendations for Future Research

This study opens avenues for future research:

1. Longitudinal Studies: Long-term studies tracking the impact of LCEs' leadership on creative communities can provide valuable insights into sustainability.
2. Cross-Cultural Comparisons: Comparative studies across different regions and cultural contexts can shed light on the universality of leadership principles.
3. Economic Impact: Research on the economic impact of creative communities, driven by effective LCE leadership, can inform policymaking.

In conclusion, the research highlights the pivotal role of LCEs in shaping creative communities and offers actionable strategies for fostering cultural vibrancy. By harnessing visionary leadership, collaboration, and inclusive policies, LCEs can guide their communities toward becoming vibrant and culturally enriched hubs. This research equips them with the knowledge to lead their communities into a brighter and more creative future.

Disclaimer:

The findings and conclusions presented in this research study are the authors' independent and expert analysis and should not be attributed to or construed as endorsed by their affiliated institutions or organizations. The authors assume entire responsibility for the accuracy and completeness of this study.

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Appendix A- Leadership Framework and Development Plan for Local Chief Executives (LCES) in Creating Competitive Creative Communities

