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Strategy and Role of Public Sector Leadership in Managing Local Government Collaboration

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Abstract

Local government organizations experience various obstacles and limitations in implementing the main objective of the decentralization policy, namely administrative decentralization. This goal is essentially the leader of local government organizations carrying out a mission to provide excellent service to the community. Literature studies from various research results from public administration experts reveal that government collaboration is a modern government strategy today to answer and at the same time become a solution to various problems of administering government, especially for local governments. This paper was prepared using the "literature review" method which focuses on revealing how the leadership of regional heads successfully manages government collaboration and how the strategies and leadership roles of public sector organizations in local government manage government collaboration that have an impact on improving service performance to the community. The results of the study recommend that local government leadership requires a transformative leadership strategy, internal and external multi-stakeholder program innovation strategies to carry out positive change agendas. In addition, more specifically, the leaders of government organizations can apply the strategy of "knowledge sharing, designing innovation solutions, Forging consequent change", and leadership roles as integrators, facilitators, participatory and adaptive.

Keywords: *Leadership, Public Sector, Collaboration, Local Government*

Introduction

Since the 1970s the concept of collaboration has been practiced as a strategy to overcome environmental problems and natural resource management. Since then, the use of collaboration has expanded to address various governance issues at the central, regional, local and community levels. Collaboration is also used as a way to overcome various problems of economic development, environmental empowerment, education, transportation, health care, and governance. Collaboration, according to (Chrislip, 2002) and Carl Larson in his 1994 book, Collaborative Leadership, is defined as more than just communication, cooperation, and coordination. Collaboration means "working together" a mutually beneficial relationship between two or more parties to achieve a common goal by sharing responsibility, authority, and accountability to achieve a result. So, collaboration is not just sharing knowledge, information (communication), but more than a reciprocal relationship that helps each party to achieve its goals. The goal of collaboration is to create a common vision and a common strategy to address issues that go beyond the scope of any particular party. (Chrislip and Larson, 1994) in (Chrislip, 2002). Furthermore, (Chrislip, 2002) says collaboration as an alternative strategy to address the growing public problems as an increasingly destructive consequence of current political practice. The concept of collaboration seeks to incorporate some of the basic concepts related to adaptive work, the use of facilitation to guide or organize adaptive work, and the use of decision making based on consensus rather than majority rule.

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Government collaboration is now the responsibility of all government organizations and is a broad approach to addressing the challenges of today's complex society. In the context of local government collaboration, it has evolved from the arrangement of cooperation between organizations, between provincial, district/city local governments, central government and local governments that are focused on overcoming complex relationships involving multiple partners and various sectors that focus on achieving long-term results. The increasing complexity of collaboration is the result of broad financial, human, information, competitive, practical and political limitations. However, successful government collaboration is often hampered by compensating structural, social, process and leadership barriers. Overcoming these barriers requires a specific approach to leadership and the use of replicable organizational processes and strategies, and aims to build mutual trust that enables collaborative action to thrive. (Warm, 2011)

Public sector leaders, have recognized the need to collaborate and want to work together. Public sector leaders also want to build and maintain great communities. However, they also want to protect what they perceive to be their own personal and institutional interests. Collaboration often finds intersections between vested interests where integrated interests can emerge. Finding intersections of interest where collaboration can occur requires trust. Trust is built through mutual respect, open communication, and an unwavering commitment to the public. The most important goal of local government managers is not to run local government, but rather to build trust with collaboration members and other stakeholders. Governments at all levels are subject to suspicion, distrust, and ridicule by the public, so collaboration can be a powerful antidote by working together to create bonds, both professional and personal, and from those bonds emerge the seeds of trust. Collaboration is not just a nursery of trust, it is a greenhouse and nursery, where trust is nurtured and bears fruit in the form of better outcomes for citizens and communities. (Warm, 2011)

Apart from trust, an important element of government collaboration is leadership. Leadership is widely recognized as an essential ingredient in successful collaboration. Collaborative leaders typically play a facilitative role, encouraging and enabling stakeholders to work together effectively. (Ansell et al., 2012) said that collaborative governance has three facilitative roles for collaborative leaders. Collaborative leaders play multiple roles according to the circumstances and goals of the collaboration. Collaborative leaders can act as stewards and mediators. However, in the context of collaboration to solve problems creatively, the role of catalyst becomes more important for collaborative leaders. So there are three collaborative leadership roles to build a collaborative leadership contingency model.

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Managing local government collaboration is not an easy thing to implement in practice. Although conceptually the collaboration of local government has been widely known several decades ago, it has even become a serious discussion among the academic world, especially in the field of public administration studies. However, in practice, local government collaboration has obstacles and obstacles in its implementation. There are many factors that hinder the implementation of local government collaboration, especially for the implementation of long-term or permanent collaboration. (Choirul, S 2011) cites the opinion of Norris-Tirrel and Clay (2010) and Gabriel Petit (2017), who describe several obstacles in managing local government collaboration, especially in the aspect of collaboration formation strategies. Norris-Tirrel and Clay said the barriers consisted of; First, the frequent collaborations that only emphasize the importance of the "status quo". Second, the collaboration process is rigid and inflexible. Third, the recruitment of collaboration members is limited to the same participants, so that professionals are limited to actively and effectively involve themselves. Fourth, collaboration does not divide different jobs to complete. Fifth, the decision-making process is often aimed only at large funders. Sixth, there is often a lack of clarity about which party has the authority, delegates and makes consensus. Furthermore, Gabriel and Petit also revealed the obstacles to forming regional government collaborations who said that there were several things that hindered the effectiveness of regional government collaboration strategies: First, the loss of respect and mutual distrust. Second, there are differences in attitude patterns or mindsets. Third, pay less attention to expertise. Fourth, the minimum knowledge of the members of the collaboration. Fifth, the lack of ability to formulate goals in detail and complete. Sixth, the occurrence of internal competition. Seventh, hide information from each other. Eighth, the occurrence of mutual closed attitude in the organization. Ninth, there is a physical separation.

Of the several obstacles to local governments in implementing a collaborative strategy as a method to improve the performance of local governments in carrying out their duties and work and meeting the needs of their citizens, an appropriate solution is needed. (Choirul, S 2011) citing the opinion of Thuen (2016) said several solutions in overcoming obstacles and obstacles in the strategy of forming regional government collaborations, namely; First, examine or examine your emotional culture. Second, build an attitude of mutual trust. Third, avoid attitudes and actions that tend to be opposite/unsuitable. The fourth outlines the big picture of the purpose of collaboration, expressing the focus and dissemination of the vision, goals, and benefits of collaborating. At this point, there are three steps that can be taken, namely (building and disseminating ideas, planning and executing them, building a strong system and creating accountability. Fifth, adapting to the organizational culture.

Barriers to local government in implementing a collaborative strategy as stated by Norris-Tirrel and Clay (2010) and Gabriel Petit (2017), and including the solution according to Thuen (2016) do not mention the leadership factor as an obstacle as well as a solution. However (Warm, 2011) said the importance of implementing public sector leadership in government collaboration, one of its functions is to overcome the obstacles and obstacles faced. This function implies that the leadership of the public sector is tasked with finding appropriate, fast, accurate, efficient, and effective solutions to various challenges and obstacles that arise and interfere with government collaboration. Thus, this paper intends to explore how the strategy and role of public sector leadership in managing effective local government collaboration and impact on improving service performance to the community.

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Methods

This research is a qualitative research with descriptive analysis techniques with literature review, where this study seeks to explore the leadership strategies of regional heads who successfully manage government collaboration and the leadership role of public sector organizations in local government in managing government collaboration which has an impact on improving service performance to the community. The use of qualitative methods, have the option to select their own data relevant to the chosen topic. In addition, qualitative data helps ensure that the researcher uses coherent data, and the information collected helps to solve problems (Szaboand & Strang, 1997). This research is a type of literature review research by looking for theoretical references that are relevant to the cases or problems found. A literature review, as defined by (Creswell, 2014), is a written summary of journal articles, books, and other documents that describe theories and information from the past and present. It organizes the literature into relevant subjects and documents. The research data source makes use of secondary data, which is information that has been published in the form of scientific publications from a variety of national and international journals from a variety of data sources. As a result, the author's data for this study came from the analysis of literary works. Literature study is a technique used to gather information or sources relevant to the study's topic. The acquired data is subsequently subjected to descriptive analysis techniques. By presenting the facts, which are subsequently analyzed using the descriptive analysis technique.

Results and Discussion

Public Sector Leadership

Public sector leadership is the ability of a leader of a public sector organization to make a change or transformation of the public sector. Public sector leadership is someone who has the ability, status, and position of authority in a government organization. Although in a broader context, public sector leadership is not formally limited to government organizations. Public sector leadership is more often referred to as political leadership carried out by the president, governor, regent/mayor or other positions that are determined, appointed or elected based on "political" considerations and are not career positions. (Mores, Buss, Kinghorn 2007) in (Choirul, 2011).

Leadership experts have identified what is meant by public sector leadership. First, those referred to as public leaders or public sector leaders are political elites or political leaders, namely all people who occupy positions or positions in government because they have been politically elected (executive and legislative). Second, a leader who has a position as a leader in a public sector organization, starting from those who occupy the lowest position to the highest position in the organization in question. Third, public sector leaders as "collaborative leaders" (Kellerman and Webster 2001, Burn's 1978, Van Wart's 2005, Greenstein 2004, Chrislip 2002 in (Choirul, S 2011). Furthermore, other experts who identify public sector leadership say that public sector leaders do not formally limited in government organizations, but those who are able to create positive public values, even though they are outside or inside government organizations regardless of the position they hold (Crosby et al., 2005).In line with the opinion (Morse et al. ., 2007), public sector leaders can be anywhere, those who create public values that are recognized as something that is needed in establishing collaboration between related organizations, whether they are cross-organizational, cross-regional, or cross-sectoral. Leadership is an important variable in explaining the success or failure of collaborative governance. (Ansell et al., 2012) argue that a special quality of collaborative leadership is that it is facilitative rather than directive – it must create conditions that support

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stakeholder contributions to collaborative processes and effective transactions between them.

Public Sector Leadership Strategy

Rosyadi (2021) said that collaboration is related to public governance and management. The essence is relatively the same, so that some of these similarities show the strategic aspects, namely; first, the strategy or method used by the government to involve other parties. second, public management strategy to improve the quality of public services. Third, a mutually beneficial and trust-based cooperation strategy. Fourth, strategies to overcome complex and ineffective problems can only be handled by a single government action.

In relation to leadership, the key leadership competencies according to the "web government of Canada" as quoted (Choirul, 2011) one of which is "create vision and strategy" competent in creating a progressive and futuristic vision complete with a logical, rational, reliable and applicable strategy. So, based on this theory, the public sector leadership strategy in managing government collaboration is that the strategy must be logical, rational, reliable and applicable. As a collaborative leader, the regional government must have a reliable strategy in carrying out its collaborative leadership. Norris Tirrell and Joy (2010) in (Choirul, S 2011) say that a collaborative strategy is needed for managers or leaders of public organizations or leaders of non-profit organizations who want to implement effective (successful) collaborative leadership. There is a collaboration strategy that can be played by a leader in CG. First, Share Knowledge, which is to build a culture to always share knowledge with collaboration members, stakeholders, and participants or target communities, especially the intended beneficiaries of a program or project managed in CG. Second, designing innovation solutions, developing innovative solutions. Effective leaders in CG are those who have the right strategy in compiling or producing solutions that can be used to deal with various problems they face so that they can improve performance. CG they lead. Third, Forging consequential change, carrying out various changes that have a positive impact on all parties involved in CG and for the target community.

Public Sector Leadership Role

Leaders are tasked with creating and at the same time dealing with various changes that occur. Thus, a leader must understand and be able to implement 4 (four) leadership roles, which if carried out optimally by a leader in managing the organization he leads will have a positive impact on the organization in achieving predetermined goals. The role according to Franklin C as quoted (Choirul, S 2011), namely; First, Inspire Trust inspires subordinates with an attitude of honesty. Second, create vision is able to develop a good vision. Third, execute the strategy to implement the strategy. Fourth, the potential coach teaches or trains the potential of the work team to become a great strength. The relationship between leadership roles and impact is Inspire Trust. Trust begins with the character and competence of the leader himself—credibility that enables leaders to purposefully build a culture of trust. Create vision, effective leaders create a shared vision and strategy, and communicate it more powerfully than others joining them on the journey. Execute strategy, leaders must not only think big, but also carry out their vision and strategy to completion, with and through other people. Potential coaches, effective leaders develop the leadership potential of others and improve performance through consistent feedback and coaching.

Experts who describe the role and function of leadership in organizations. According to the website simplicable.com, there are 20 leadership functions, three of which are formulating the right strategy and designing tactics. Meanwhile, in the context of collaboration, the leadership function is very close to the function of coordination, cooperation (cooperation). According to (Rosyadi, 2021) citing Selden *et al* (2002) said the link between coordination, cooperation, collaboration and service integration is illustrated in the form of a continuum line.

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Figure 1

Illustration of cooperative relationships between organizations

Cooperation   Coordination   Collaboration   Service Integration

Source: Choirul (2011)

Choirul (2011) said that public sector leaders who carry out collaborative governance play an absolutely important role in government collaboration. The role of the leader is:

1. Collaborative leaders must inspire enthusiasm to build commitment to work.

2. Hands-on collaborative leader acts as a problem solver.

3. Collaborative leaders build broad engagement processes.

4. Collaborative leaders build goals and participate continuously.

5. Collaborative leaders act as servant leadership.

6. Collaborative leaders perceive leadership as a process.

Collaborative leaders, apart from the roles above, collaborative leadership also has three main roles in the practice of "collaborative governance" which are referred to as stewards, mediators, and catalysts. Stewards role (regulation/management war) is used to facilitate CG in holding coordination meetings, dialogues, discussions, and workshops as well as to maintain or maintain integrity in CG. The mediator role is used by a collaborative leader in managing conflict, conducting arbitration, and making decisions that are fair to stakeholders. While the catalysts role is used by the leader to assist CG practices in identifying, realizing, and finding and capturing opportunities that benefit the implementation of CG. (Ansell et al., 2012).

Strategies and Leadership Roles in Managing Local Government Collaboration

The strategy of managing government collaboration according to (Norris-Tirrell et al., 2010) allows for increased success. A positive outcome of collaborative efforts is that public managers become more focused on collaboration design and implementation processes, enabling inclusiveness and effectiveness of collaboration. (O'Donnell, 2012) offers several collaboration strategies such as; cooperative ventures, partnerships and mergers. Collaborating across boundaries of authority is the expected approach in dealing with complex problems faced by public managers. Collaboration is based on the understanding among leaders and citizens that the challenges facing communities and regions require crossing boundaries (political, geographic, economic, racial, and ethnic).

Collaboration is not just a strategy or tactic that is only intended to create a temporary fulfillment of community needs. Collaboration has a strategic meaning that runs intensively and continuously in building social capital, creating democratization and cultural transformation for the wider community who live in certain areas. (Norris-Tirrell et al., 2010) are of the view; "strategic collaboration is a proactive and concrete approach for policy makers, agency administrators and providers to engage in collaboration creatively and successfully, across all kind of boundaries, in a systematic, intentional and inclusive manner". Therefore, a collaboration strategy that must be played by a leader in "collaborative governance", where the three strategies include; a) shared knowledge strategy, b), designing innovation solutions strategy and c) forging consequential change strategy.

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Besides that, a collaborative leader is also referred to as a facilitative leader, who must be able to facilitate all collaborators, stakeholders and participants in the implementation of "collaborative governance" so that they can cooperate intensively with various leadership facilities that must be provided by the leadership to the various parties involved. in government collaboration usually include; 1) listening, 2) participation, 3) encouragement, 4) collaboration, 5) stimulation, 6) conflict management, innovation and 7) Support. These various leadership facilities can be utilized by a leader when he holds deliberations with various parties contained in "collaborative governance". When agreements built through deliberation show signs of being difficult, Susskind and Cruikshank (1987) in (Ansell et al., 2012) increasingly suggest mediation techniques that are more interventionist at the level where stakeholders cannot collaborate directly.

Ansell et al (2012) also convey the various roles that each collaborative leader must perform. The roles are; a service role, where a leader becomes a collaborative process facilitator, and maintains the integrity of the process. The role of the mediator is that the leader becomes a facilitator to mediate in the event of a conflict, fostering relationships between stakeholders. The role of the catalyst is that collaborative leaders help stakeholders identify and realize value-creating opportunities. So, Ansell says "facilitative leadership" in building cross-sectoral collaboration requires leaders who play all three roles. In detail the role of collaborative leaders is presented in the table below.

Table 1

The Role of Facilitative Leadership

Collaborative Leadership Roles	General Definition	Skills & Strategies	Distinctive Role of Neutral Facilitator	Distinctive Role of Organic Leader
Steward	Establishes and Protects integrity of the Coll. process	-Lends reputation and social capital to convene process -Establishes the inclusiveness, transparency, neutrality, and civic character of process -Manages image and identity of collaborative	Professional facilitator may be more important in establishing process ground rules than in initially convening the process	Organic leader may be critical in convening a collaborative process, because organic leader has reputation and social capital to invest
Mediator	Arbitrates and Nurtures relationships between stakeholders	-Serves as 'honest broker' in mediating disputes -Facilitates construction of shared meaning -Restores process to positive interaction -Builds trust among stakeholders (specific strategies depend on goals and baseline trust)	Professional facilitator role may have an easier time establishing credentials as 'honest broker'; professionals often have sophisticated communication and negotiation skills	Organic leaders may be more effective in intervening to move difficult processes forward; may have context-specific knowledge valuable for adjudication
Catalyst	Identifies Value-creating opportunities and mobilizes stakeholders to pursue them	-Engages in 'systems thinking' -Frames or reframes problems -Creates mutually reinforcing link between collaboration and innovation	Professional facilitators are probably less likely to engage in catalytic leadership	Organic leaders are likely to draw on contextual knowledge and unique relationships to act catalytically

Source: Ansell et al., 2012

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The facilitative leadership style is divided into two categories, namely, professional facilitators and organic leaders, according to Ansell et al. (2012). Professional facilitators are independent of all stakeholders, come from outside the community, and take an unbiased viewpoint on the outcomes. While organic leaders emerge from a stakeholder group and typically can benefit from wide social capital, they might not be outcome-neutral. Both of these facilitative leadership philosophies have advantages and disadvantages. Both can act as trustworthy middlemen, but skilled facilitators will find it simpler to establish their objectivity and harder to inspire and convince participants to contribute effectively. Organic leaders can mobilize and persuade, but they could have trouble persuading stakeholders of their objectivity. Consequently, trained facilitators might not. Holding forums for cooperation is something organic leaders excel at, but when collaborations are revealed, they risk alienating their followers. The professional facilitator will be able to stand "above the disagreement" and will have the professional abilities to mediate effectively thanks to the collaborative leader's function as mediator. On the other side, organic leaders have the advantage of arbitration, which calls for translation between various specific structures. Finally, collaborative leaders who take on the role of catalytic leaders expect that organic leaders will benefit from their ability to recognize value creation possibilities, which frequently need for a thorough comprehension of the relevant substantive concerns. Therefore, strong catalytic leadership from organic leaders is necessary for collaborative governance focused at creative problem solving.

According to a study (Hiromi M. et al., 2022) of facilitative leadership in the context of sustainable development, the role of local governments as facilitators to implement sustainable development goals (SDGs). Implementation of sustainable development requires localization and multi-stakeholder partnerships. Local governments have great potential to act as intermediaries to facilitate partnerships, particularly partnerships with the private sector. The study (Hiromi M. et al., 2022) conducted an analysis in Japan. The results of the analysis provide suggestions for local governments to improve the leadership role of local governments as intermediaries to facilitate partnerships. The role of leadership in the implementation of the SDGs is as a driver of a sustainable transition, creating a balance between sector involvement in partnerships, so that local governments can maximize the benefits of informal networks in relation to the localization of the SDGs. Local governments play a role in facilitating partnerships with the private sector for the localization of SDGs Japan case study, found that local governments have played various intermediary roles that can be categorized into articulating hopes and visions; Sustainable Cities and Communities, networking and managing resources; facilitate knowledge and learning processes; and support policy implementation and updating.

Another study in Indonesia that says innovation in managing local government requires several strategies including; involving the community, creating integrated service collaborations, utilizing information technology, and decentralization. The strategy is driven by leaders who apply a "collaborative model" to plan, and implement cross-agency programs. (Herman Dema. et al., 2021). Another finding, (Ahmad, 2018) mentions "collaborative governance" as a strategic policy innovation. Researchers study "revitalization of the old Banten cultural heritage tourism area". The results of the study provide suggestions so that revitalization runs well and is successful for local governments to use a participatory approach strategy so that revitalization can encourage stakeholder involvement in regional development and sustainable development. The importance of a participatory approach strategy in building local government collaboration was also conveyed by (Arviana, 2022) who studied how the Surabaya City Government manages green open spaces (RTH). The researcher describes the main strategy for forming the collaborative management of Bungkul Park in Surabaya City into a green open space (RTH), namely "participation", and a supporting strategy for collaboration,

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namely "consensus". Furthermore, the strategy and role of leadership in building government collaboration are also described by (Irsyad H. et al., 2020). The researcher examines the collaboration of the PPIK innovation program in Babakan Ciparay Village. The researcher's findings suggest that implementing PPIK requires collaborative leaders. The collaborative strategy built is through a group discussion forum (FGD), continuously involving all stakeholders. Then, with the "pull rather than push" approach, the leader's strategy is to move its members by meeting internal needs or providing motivation.

Government affairs that have been handed over to local governments in the context of regional autonomy, it turns out that in its implementation for the last 25 years, it turns out that there are still many problems. The results of the assessment from the monitoring committee for the implementation of regional autonomy (KPPOD) said that implementing regional autonomy since 1999, it turns out that not all regions are able to improve excellent service and welfare to the community. In fact, according to KPPOD's findings, many autonomous regions are highly dependent on the central government. Regional autonomy should be able to create fiscal independence, but on the contrary, many regions depend on the central government's budget. According to (Agnes W., 2021), as an expert in UNAS administration who was invited by KPPOD, he said the reason this could happen was because there had been no paradigm shift in government and development. The solution steps that can be taken to improve effective local government services are to increase synergy between governments, local leaders who are adaptive, innovative, collaborative and corrective. To do this requires a government leader who is smart, competent and has personality.

However, some research results say that a number of regional heads are categorized as successful in leading their regions in the context of regional autonomy. Research (Rani E.R, 2015) which analyzed the leadership factors of regional heads made positive changes and applied leadership styles. Research with case studies of the government of the City of Solo, Bandung City and Surabaya City. Revealing Jokowi's leadership in Solo City, Emil's leadership in Bandung City, Risma's leadership in Surabaya City succeeded in making changes in their area by applying the "transformational leadership" model by acting individually. The success of the three regional leaders are both at the highest level of success in terms of theory (Maxwell, 2017) namely leadership with high dedication, and hard work, so that the people respect, love and be proud of the leader.

Then other research shows that the success factor of regional head leadership in the context of implementing regional autonomy is because it is played by leaders who carry out collaborative leadership. Dissertation research (Azis M. 2021) on the leadership of regional heads in Collaborative Governance to reduce poverty in the regions" (Case Study of Kulon Progo and Banyuwangi Regents). The leadership of the two regional heads is an example of the practice of public leadership in managing government collaboration. Research findings say that the Regent of Kulon Progo practices "collaborative governance", regional heads carry out program innovations by creating multi-stakeholder external collaborations. Then, the Regent of Banyuwangi practiced "collaborative governance" by conducting program innovations by means of internal collaboration. As a result, the two regional heads who apply collaborative governance leadership with external and internal collaborative strategies through program innovation, have a long-term impact, local governments are able to reduce poverty, increase HDI, GDP in their regions. The Regent of Kulun Progo and the Regent of Banyuwangi have the leadership capacity to practice "collaborative governance". The two regional heads portrayed themselves as "facilitators" and "empowerers" in building collaboration.

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According to the findings of his research on the impact of collaborative leadership on the effectiveness of business organizations, (Maalouf, 2020), many companies currently struggle to gain a lasting competitive edge in a quickly evolving international market. The difficulty facing today's executives is to consistently maintain strong corporate performance. The lack of performance improvement is a result of the company's low level and quality of knowledge, particularly at the managerial level, which might hinder corporate success. According to (Maalouf, 2020), numerous earlier research have demonstrated the beneficial effect that leadership style has on an organization's success. The study's findings (Maalouf, 2020) support the notion that collaborative leadership and performance are positively correlated. Leaders are also According to (De Meyer, 2010), leadership is described as the capacity to effectively manage change within an organization. The environment and contextual factors play some role in how a person handles change. The operating environment that our future leaders will face is considerably dissimilar from that of the past ten years. As a result, the leadership style needs to be modified. Some of the more modern, collaborative leadership philosophies may be more applicable than others. This kind of leadership is described by (De Meyer, 2010) using four essential terms: collaboration, listening, influencing, and adapting.

A leader must have qualifications, (Chester Barnad) in (Tuti et al., 2021) leadership has two advantages. First, the individual advantages of leadership techniques. Second, the personality of tenacity, assertiveness, awareness and success. Collaborative leaders must have a reliable strategy in carrying out their collaborative leadership. Norris Tirrell and Joy (2010) in (Chairul S, 2020) mention that collaboration strategies are needed for managers or leaders of public organizations or leaders of non-profit organizations who want to implement effective (effective) collaborative leadership. There is a collaboration strategy that can be played by a leader in CG. First, Share Knowledge, which is to build a culture to always share knowledge with collaboration members, stakeholders, and participants or target communities, especially the intended beneficiaries of a program or project managed in CG. Second, designing innovation solutions, developing innovative solutions. Effective leaders in CG are those who have the right strategy in compiling or producing solutions that can be used to deal with various problems they face so that they can improve performance. CG they lead. Third, Forging consequential change, carrying out various changes that have a positive impact on all parties involved in CG and for the target community.

Public leadership in managing collaboration requires at least 4 (four) strategies according to (Nurul, A. F, et al., 2018). First, in managing collaboration, leaders "think and act generalists". Second, collaborative leaders are always learning and improving their competence. Third, collaborative leaders promote an integralistic, strategic and problem-solving oriented way of thinking. The four collaborative leaders are fully concentrated. so public leaders act as integrators of various organizational components, so that they can act in totality and do not allow partial or fragmented ways of acting. As integrators, leaders of public organizations to manage change in the organization must have an "adaptability" and "flexible" attitude.

According to (Barbara C.C et al., 2010), integrative leadership is necessary for strategy and leadership positions to generate and sustain cross-sector collaboration that adds value to the public. Integrative leadership is the temporary coming together of different individuals and organizations, frequently across sector borders, to tackle difficult societal issues and advance the common good. Integrative leadership issues are presented by cross-sector collaboration since there is so much that needs to be done or done well for it to succeed.

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At this time to manage government, both at the central and regional levels, efforts are needed to "reinvent public leadership" according to (Ulber, S. 2011) saying reinventing means changing the behavior of leaders who make citizens believe and follow them. Leaders and public leadership identified as being trustworthy and accepted by their citizens are transformational leaders and leadership. (Yukl, G. 2010) Transformational leadership is defined in terms of the behavioral components used to influence followers and the leader's effect on followers. With transformational leadership, followers feel trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than they originally expected. In essence, transformational leadership increases the motivation and performance of followers.

Michael (2015) from the results of his research, strategic alignment for the new normal era requires collaboration, sustainability and deliberation. Local governments must take on new leadership roles and "transformational" local governments in planning and in service delivery in this new era must be strategic, and based on the principles of community sustainability. Public services must be engaged in areas that meet the social and economic needs of citizens. The steps taken by local governments to achieve success are with a deliberative democratic approach, and strategic sustainability. In line with the opinion (Warm, 2015) said that successful collaboration is often hampered by structural, social, process, and leadership barriers that balance out. Overcoming these barriers primarily requires a specific approach to leadership and the use of replicable organizational processes and strategies aimed at building mutual trust that enables collaborative action to thrive. In essence (Michael, A. 2015) says the role of public leaders must be to build trust as a real agenda in collaboration networks. The role of public leadership in building collaboration requires trust built on mutual respect, open communication, and an unwavering commitment to the public interest. Furthermore, Michael said the most important goal of managing local government is not just running local government, but the goal is to build trust with one another with citizens and with community institutions. All levels of government in this era must make collaboration a powerful antidote. However, collaboration is not just a seedbed of trust, building a group in a house and nurturing the people in it. Trust must be fostered and produce fruit or products in the form of better results for citizens and society.

Research from Fatmawati *et al.* (2021) on the role of leadership in building cross-departmental synergy in local government case studies on increasing the acceleration of realizing developed and independent villages in West Kalimantan. The results of the study concluded that the Governor of Kalimantan as the main actor synergized the regional apparatus organizations (OPD) of West Kalimantan Province. With the synergy of the service and agency as regional apparatus organizations, it encourages the success of development programs and empowerment of rural communities, realizing a change in the status of underdeveloped villages to become developed and independent villages. The researcher said that the Governor of West Kalimantan Province runs a "transformational leadership style, namely innovator, motivator, facilitator, and mobilizer".

Study on "Collaborative Leadership in Realizing Healthy Cities" (Fatmawati, S. et al., 2019). District and city leaders must be selected in a "adaptive" manner. This viewpoint is in line with Travis B. and Jean G.'s explanation, which claims that "adaptive leadership is a unique combination of many abilities, views, and directions that can lead to actual excellence. A highly effective leader is one who can adapt to any situation and thrive in it. A capable leader can manage the future, foresee potential events, and inspire people to choose the proper course of action. This means that adaptable leaders are able to see opportunities and difficulties and create the most effective plans to accomplish organizational objectives.

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Ridwan Kamil served as mayor of Bandung from 2013 to 2018 according to a different study (Pitriyanti, 2018). Travis Bradberry and Jean Greaves were quoted by the researcher as having the following opinion: "Adaptive leadership is the capacity possessed by a leader to embrace all interests that owned by each actor in order to achieve common goals, able to manage political interests in the organization, as well as issues of power both inside and outside the organization in order to produce collaboration. According to the findings of his study, "Bandung Smart City," "Regional Development and Empowerment Innovation Program (PIPPK), and Structuring Street Vendors" were all born under the leadership of "Ridwan Kamil" as mayor of Bandung. Researchers believe the idea is successful because the mayor (Ridwan Kamil) demonstrates adaptable leadership. The criteria include leaders that guide followers into the new environment, display empathy, are ready to learn from errors and correct them, and are able to develop win-win solutions.

Conclusion

There are many obstacles in managing effective local government collaboration. Thus, public sector leadership is needed who has the ability and competence so that public sector organizations in local governments make changes or transformations in the public sector. However, the results of the literature study conducted in this paper reveal that several local governments that have succeeded in developing their regions cannot be separated from their top leadership factor, namely the regional head making positive changes by applying a transformative leadership style. Lany E. R (2015) said that transformative leadership in local government was practiced in several areas that have been widely mentioned and categorized as successful areas such as Solo City, Bandung City, Surabaya City when led by (Joko Widodo, Ridwan Kamil and Tri Rismaharini). In addition, Azis' research (2021) revealed that the success of public sector leadership in local government was also found in the leadership of the Regional Heads of Kulon Progo Regency and Banyuwangi Regency. These two regions have succeeded in practicing "collaborative governance". Through program innovations with multi-stakeholder internal and external collaboration strategies, the two regional heads were able to suppress and reduce the number of poor people in their areas, increase the human development index (HDI) and gross domestic product in the long term. The leadership role of the two regional heads (Kulon Progo and Banyuwangi regents) in developing their regions cannot be separated from the combination of individual capacity and leadership capacity simultaneously in implementing collaborative governance. So that he succeeded in playing his leadership as a facilitator and empowerment in building government collaboration.

This paper also finds from various literature studies, strategies and the role of public sector leadership in managing the first local government collaboration; In the "Knowledge sharing" strategy, leaders must build a culture to always share knowledge with all involved in the collaboration, including the community as the target or beneficiary. Second; strategy of "designing innovation solutions", leaders must develop innovative solutions to deal with various problems faced, so as to improve performance. Third; In the "Forging consequenti al change" strategy, the leader must make various changes that have a positive impact on all parties involved in the collaboration and for the target community. Furthermore, the findings reveal that in managing collaboration with local governments, strategies and leadership roles are needed for integrators, facilitators, participatory, innovative and adaptive.

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