

# Leadership and power: an approach from social networks in rural areas in Spain

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CSO2009-11076  
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  1. Research hypothesis and objectives
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  3. Study area and data gathering
- 3. Results and discussion**
  1. Actors' prestige and potential leadership roles. Approach from Indegree analysis
  2. Actors and roles. Approach from an exploratory brokerage analysis (Ego-N)
- 4. Concluding remarks and next steps**

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**Concepts**

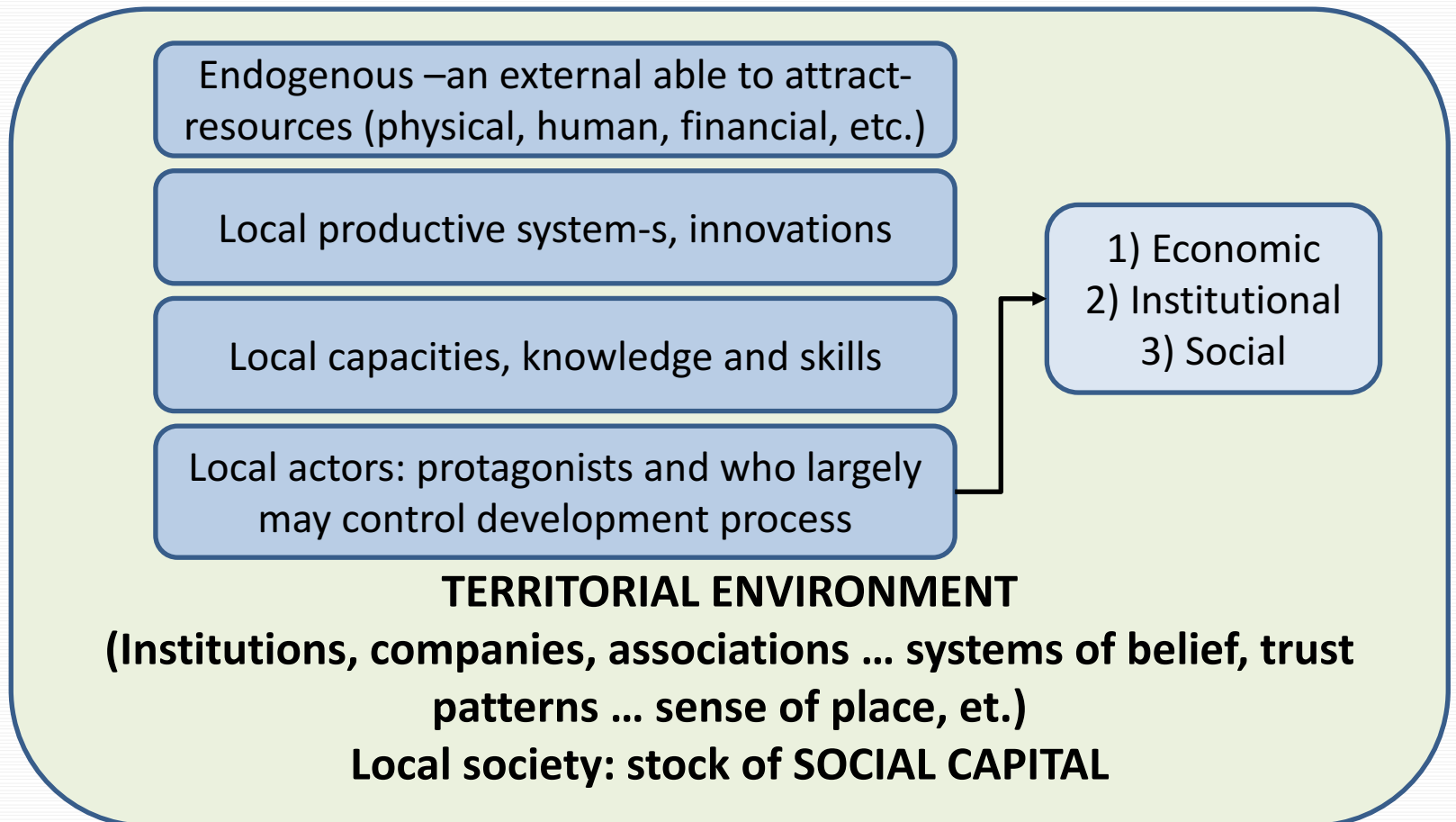
**Our study**

**Results- discus.**

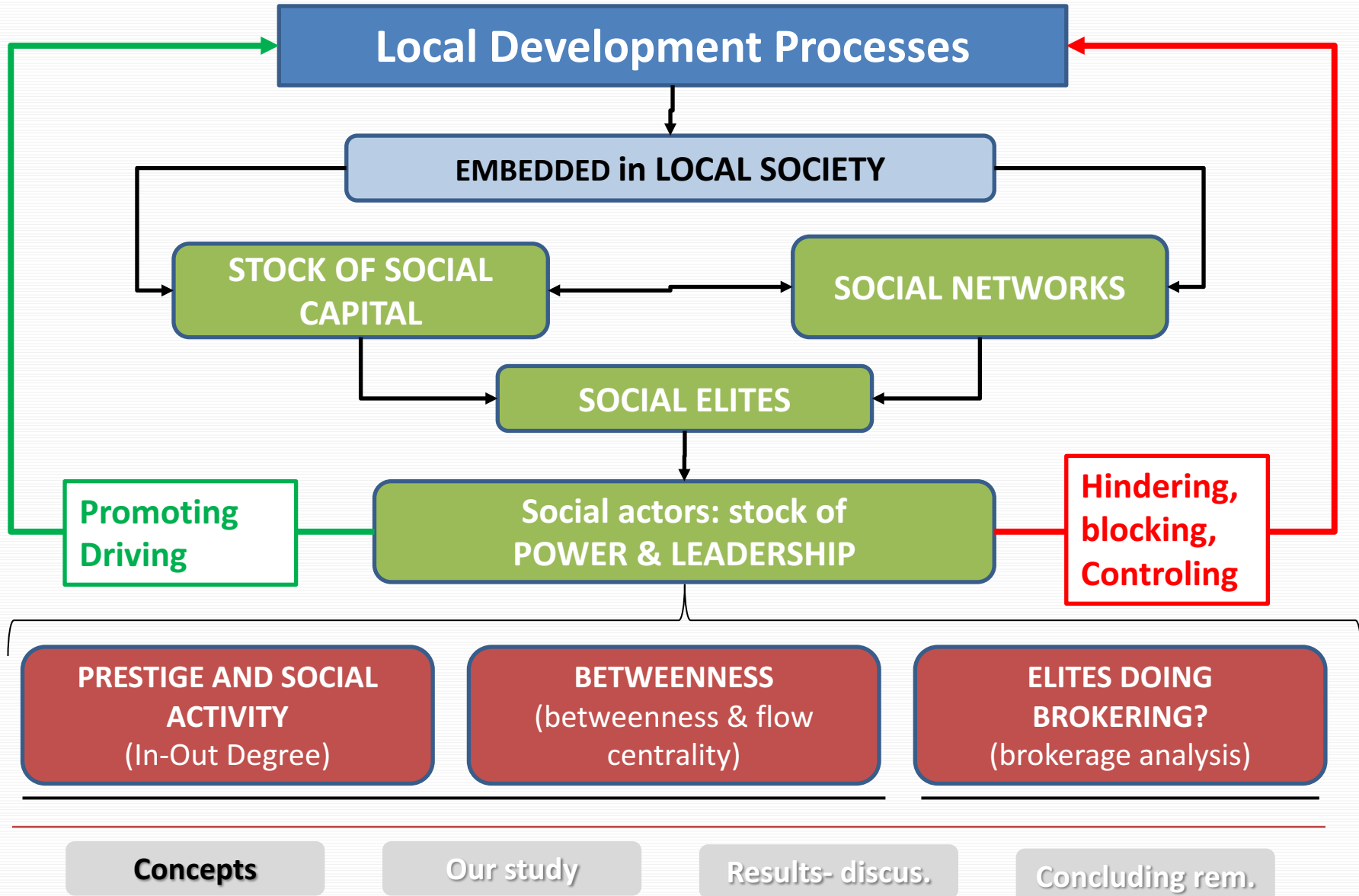
**Concluding rem.**

# 1. Key concepts and conceptual framework

## Local Development Processes



# 1. Key concepts and conceptual framework



# 1. Key concepts and conceptual framework

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## 1. Social capital is crucial for local development

- ❑ *“Social capital is a necessary precondition for successful development”* (Fukuyama, 1999)

## 2. Two complementary types of SC

- ❑ Social cohesion within social classes and territories ((Bonding SC)
- ❑ Better & efficient connections with other “social groups” and territories (Bridging SC)

## 3. Several conceptual and methodological approaches

*(Bourdieu, 1972; Granovetter, 1973; Coleman, 1988; Putnam, 1993; Portes, 1998; Fukuyama, 1999; Lin, 1999, 2001; Ferragina, 2012)*

# 1. Key concepts and conceptual framework

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## 4. Relational component of social capital

- **Relational component of social capital** (*“Social Capital is much about relations & networks”*) → Lin (1999): “Building a network theory of social capital” (Connections, 22-1-)
- *“Structure of relationships between actors that facilitates productive activities ... in which information may be shared and agreements may be implemented”* (Coleman, 1988)
- *“Features of social organization such as trust, norms and networks, that can improve the efficiency of society facilitating coordinated actions”* (Putnan, 1993)

# 1. Key concepts and conceptual framework

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## 4. Relational component of social capital

- Actors that interact, cooperate and compete for resources and benefits (economic, cultural, symbolic and social prestige). Only through networks of social actors it is possible to use and mobilize social capital and, through this, the economic, cultural, symbolic, etc.. (Bourdieu, 1986, 2000)
- *“Social capital must be conceived as resources accessible through social ties that occupy strategic locations and / or significant organizational positions. Operationally, social capital can be defined as resources embedded in social networks to which some actors access and use them to action.”* (Lin, 2001 :24-25).

# 1. Key concepts and conceptual framework

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## 5. Social capital, social networks ... and leadership

- Local development: processes of change from local communities (To cope with crisis and decline and to adapt rural communities to new and changing scenarios)
- -Resilient- processes of change: from local communities with varying support from external forces (actors, policies, etc.), but
- Who conducts –or hinder- processes of change?: **elites & leadership** (local communities and their **social networks**)
- Effective elites & leadership are not present everywhere (scarce resource); it is a key success –development- factor (**prestige positions in social networks: leadership?**)→
- Lack of efficient social networks & leadership & negative social capital: block –resilient local development processes of change



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Concepts

**Our study**

Results- discus.

Concluding rem.

## 2. Our study

### 1. Research hypothesis and objectives

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#### 1. Research hypothesis and questions

- Background idea: local development process are
  - result of a combination of historic, cultural, economic, social, political and geographical characteristics,
  - directly linked to the stock of social capital plus the leaderships emerging from it, and the role those leaderships have promoting and driving local development process (or hindering or blocking them)
- All the engaged actors and having significant roles in local development process do not have the same potential capacity to assume and develop leadership functions in the process

## 2. Our study

### 1. Research hypothesis and objectives

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#### 1. Research hypothesis and questions

Therefore,

- do they emerge wide stock of potential leaderships in rural social networks?
- how heterogeneous is the prestige-power-potential leaderships distributed within a social network? Are there tendencies to concentration in a short number of social actors?
- From what social sectors come the most relevant stock of prestige-leadership-power able to drive local development process in rural areas?
- What are the specific roles that most prestigious, powerful and potential leaderships have in the social networks?

## 2. Our study

### 2. Objects of analysis and methodological approach

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#### 1. Objects of analysis

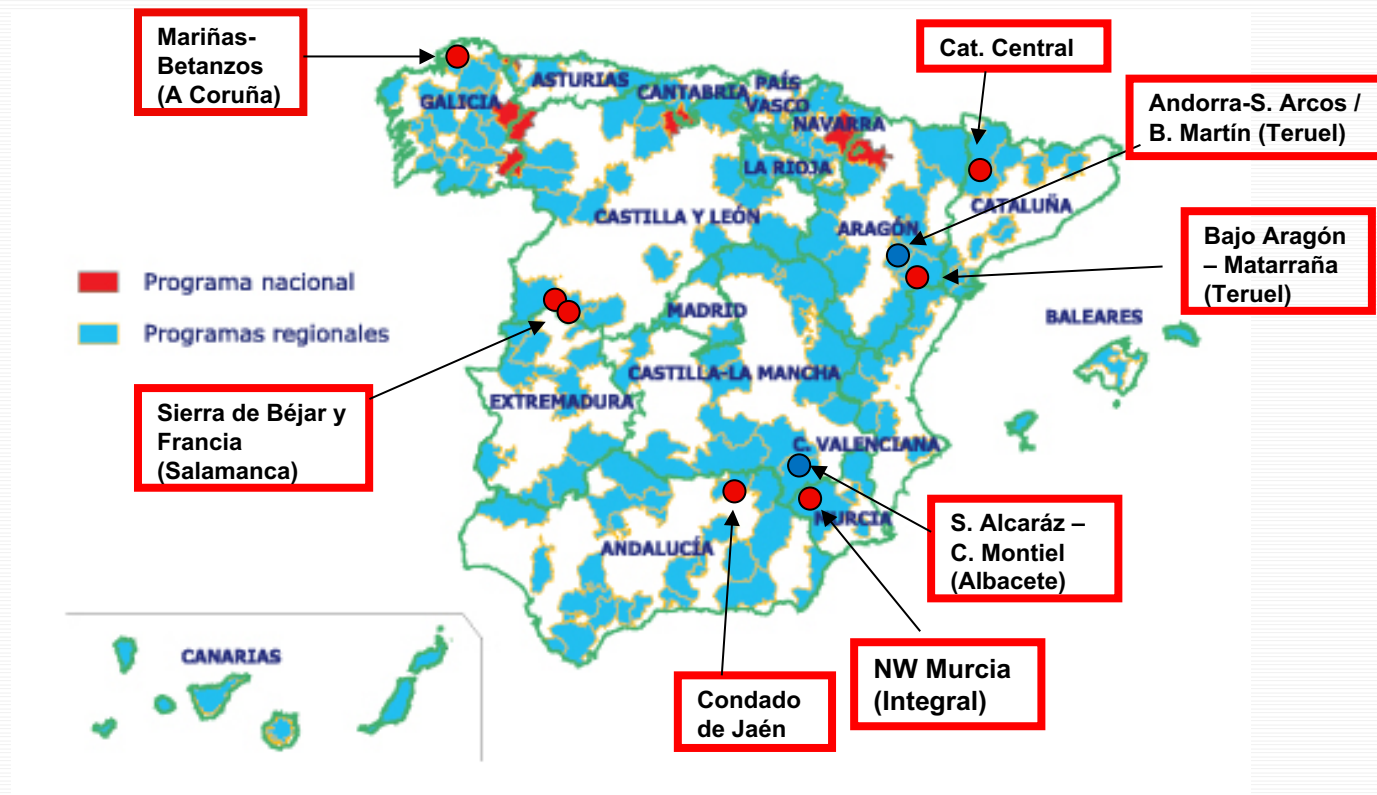
- Sample of rural regions characterized by ongoing local development process, promoted and partly linked to rural development programmes
- Sample of –mainly- local actors
  - engaged in local development process
  - being “relevant actors” in a some of the fields closely linked to development process (economic activities, local institutional environment, social fabric and managerial class)
  - Recognized as “relevant” at scale of rural region (not just municipal scale)

#### 2. Methodological approach: Social Networks Analysis

- Position and roles in social network as source of prestige-power-potential leadership

## 2. Our study

### 3. Study regions and data gathering



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Concepts

**Our study**

Results- discus.

Concluding rem.

## 2. Our study

### 3. Study area and data gathering

#### 1. Source of data: Interviews to “relevant” actors

Sample of LEADER regions	Number and distribution of interviews		Actors by roles (2)				
			Global	Economic	Instituc.	Social	Manager.
Sacam (Albacete)	59	14%	12%	13%	14%	13%	7%
Adibama (Teruel)	54	13%	12%	10%	24%	9%	7%
Betanzos (A Coruña)	45	11%	12%	16%	9%	11%	8%
Condado (Jaén)	51	12%	13%	12%	6%	19%	14%
Integral (NW Murcia)	47	11%	9%	14%	5%	2%	17%
Asam (Salamanca) (1)	33	8%	9%	8%	5%	13%	13%
Adriss (Salamanca) (1)	24	6%	6%	7%	5%	7%	6%
Catalunya Central	54	13%	13%	9%	14%	15%	17%
Omezyma (Teruel)	60	14%	13%	11%	20%	12%	11%
TOTAL	427	100%	100%	100%	100%	100%	100%

(1): same region, two –almost independent- social networks

(2): Many actors develop two roles

Concepts

**Our study**

Results- discus.

Concluding rem.

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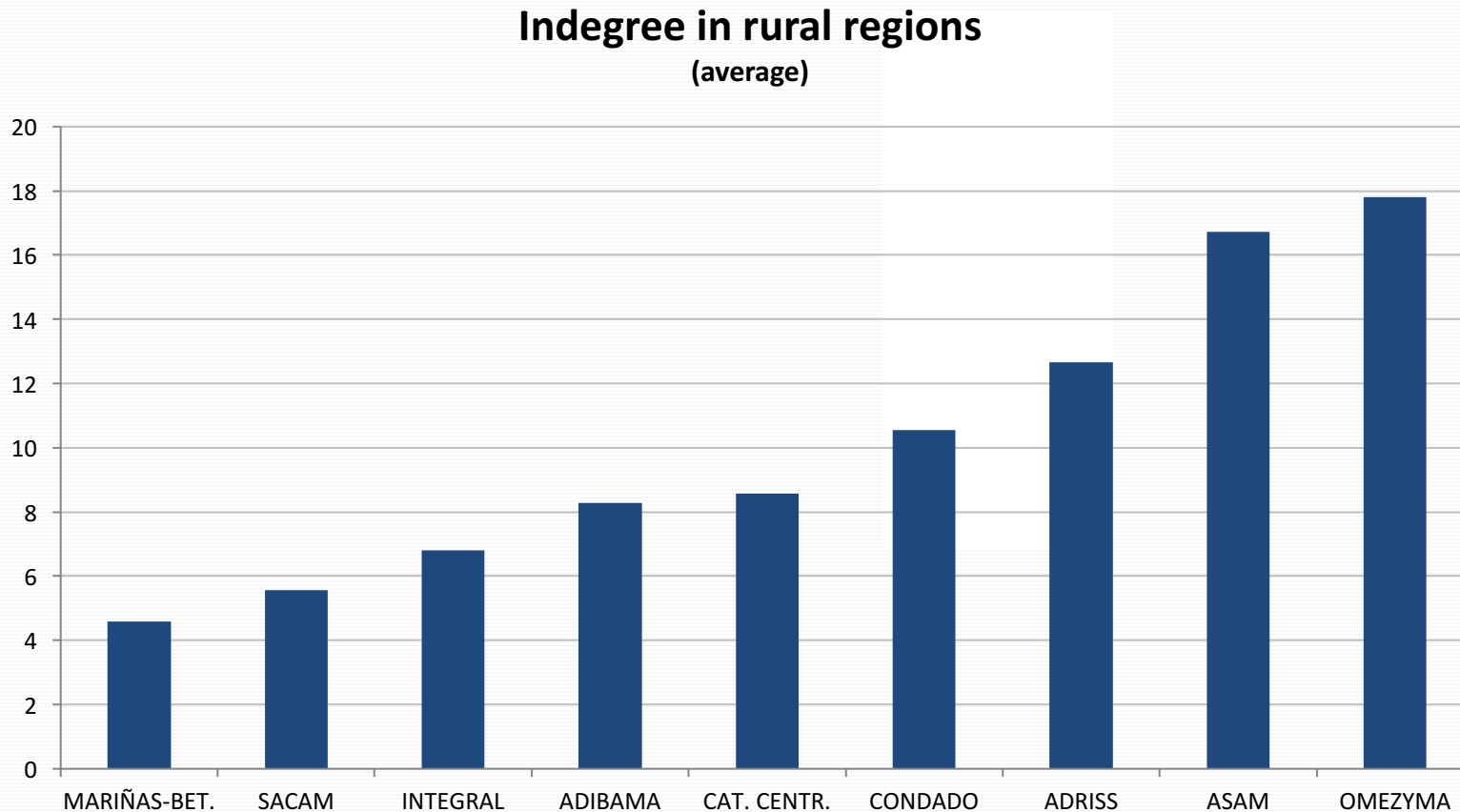
Our study

**Results- discus.**

Concluding rem.

# 3. Results and discussion: prestige, elites & power

## 3.1. Actors' prestige and potential leadership roles (indegree)



Concepts

Our study

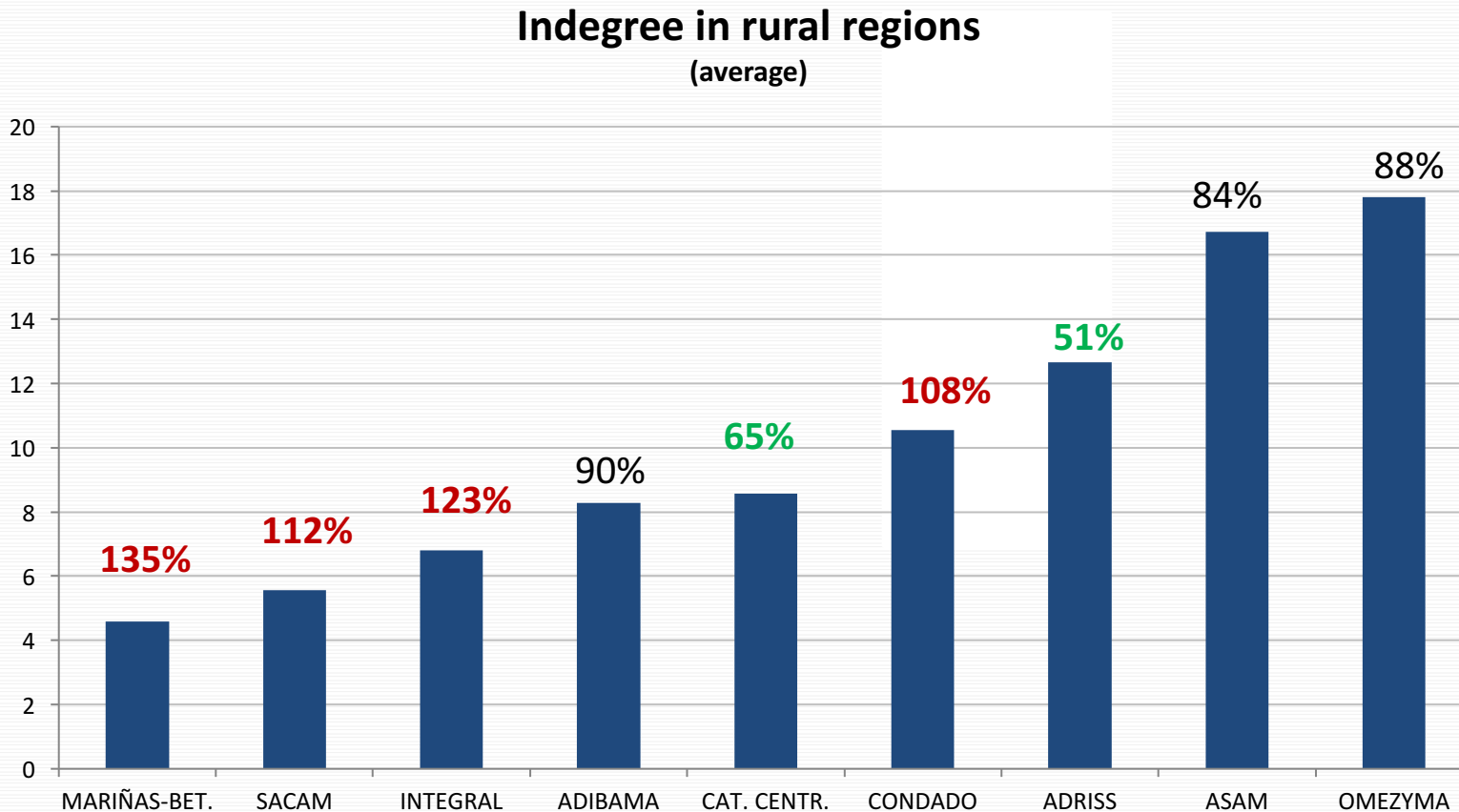
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# 3. Results and discussion: prestige, elites & power

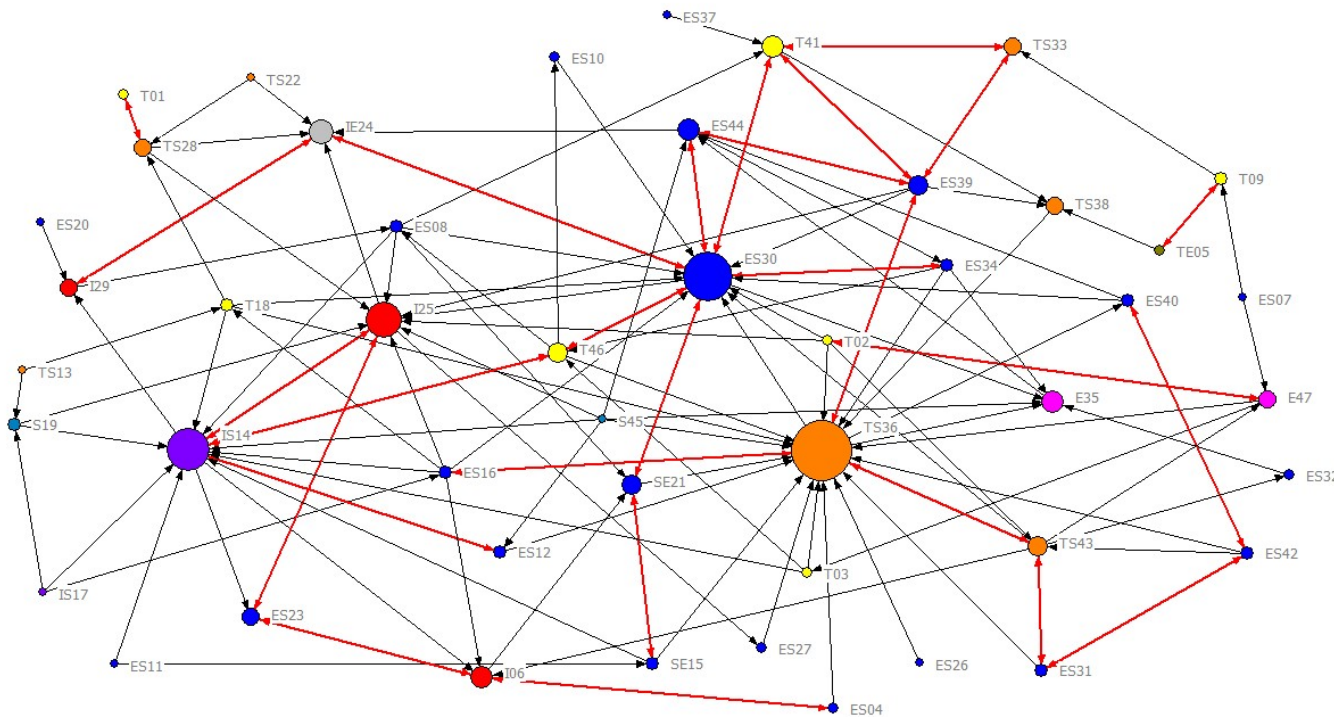
## 3.1. Actors' prestige and potential leadership roles (indegree)



Coefficient of variation: > 100: trend to heterogeneity; < 100: trend to homogeneity

# 3. Results and discussion: prestige, elites & power

## 3.1. Actors' prestige and potential leadership roles (indegree)



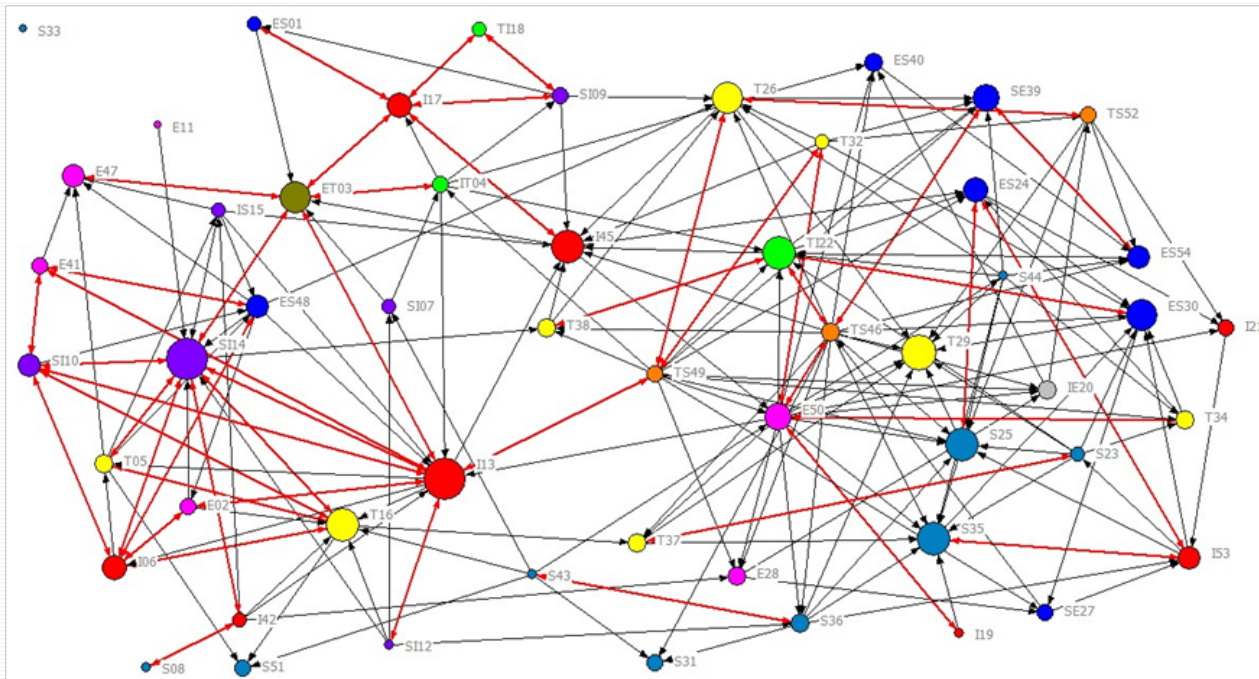
NW Murcia

Global	N =	47
	X med.	6,8
	Des.	8,3
	Coe.	123%
	Var.	
	Ind. Gini	0,56

- Institucional
- Técnico
- Social
- Económico
- Institucional + Técnico
- Técnico + Social
- Económico + social
- Institucional + Social
- Técnico + Económico
- Institucional + Económico

# 3. Results and discussion: prestige, elites & power

## 3.1. Actors' prestige and potential leadership roles (indegree)



Central Catalun.

Global	N =	54
	X med.	8,6
	Des.	5,6
	Coe.	65%
	Var.	0,37

- Institucional
- Técnico
- Social
- Económico
- Institucional + Técnico
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Concepts

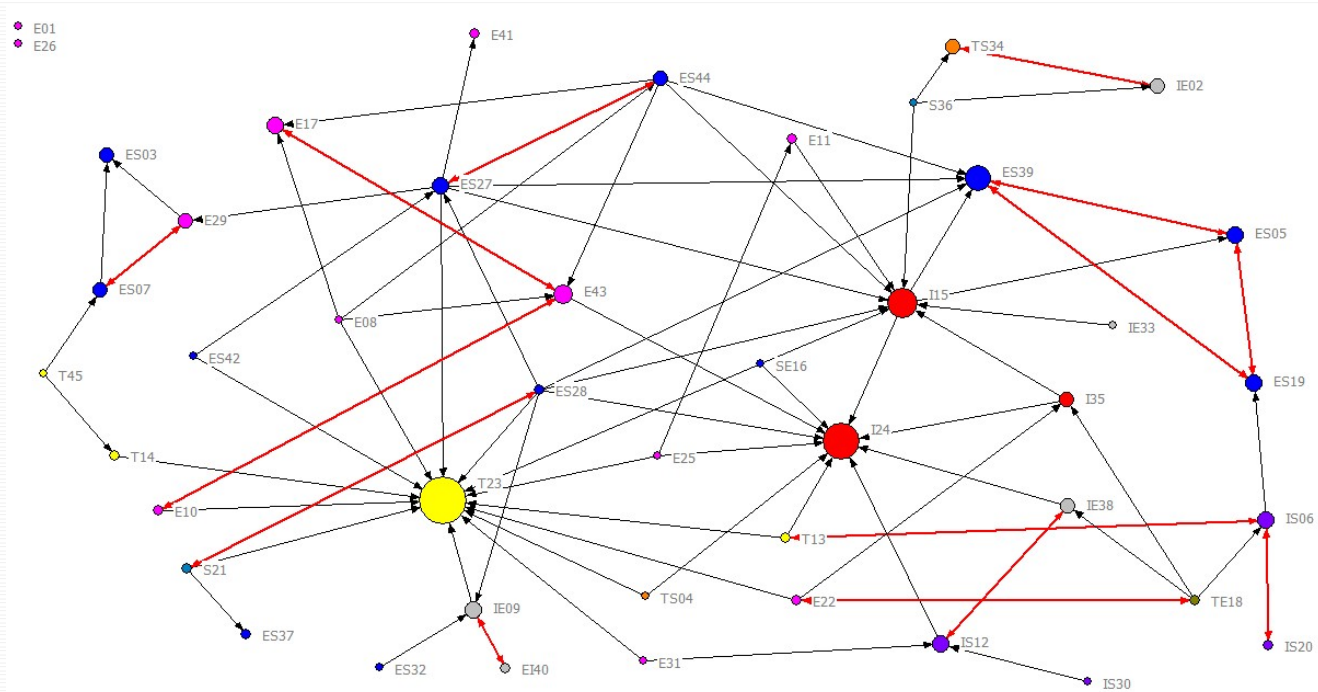
Our study

Results- discus.

Concluding rem.

# 3. Results and discussion: prestige, elites & power

## 3.1. Actors' prestige and potential leadership roles (indegree)



Mariñas-Bet.

Global	N =	45
	X med.	5
	Des.	6,2
	Coe.	135%
	Var.	0,61

- Institucional
- Técnico
- Social
- Económico
- Institucional + Técnico
- Técnico + Social
- Económico + social
- Institucional + Social
- Técnico + Económico
- Institucional + Económico

Concepts

Our study

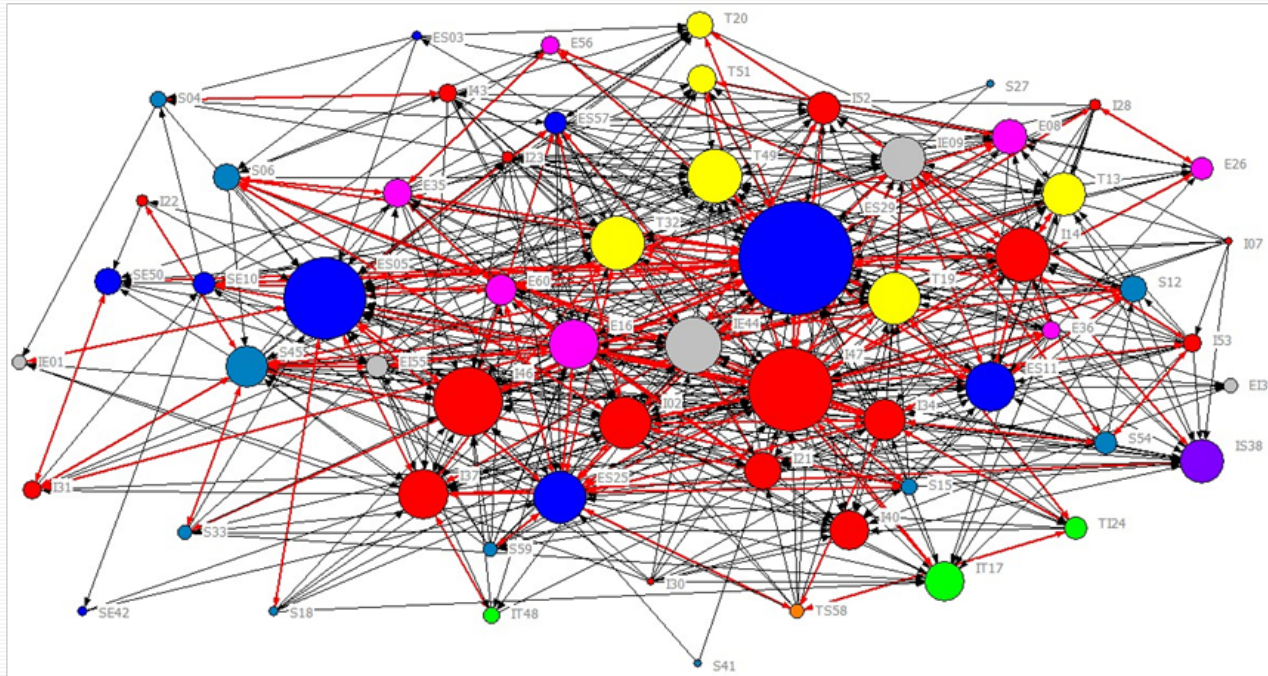
Results- discus.

Concluding rem.



# 3. Results and discussion: prestige, elites & power

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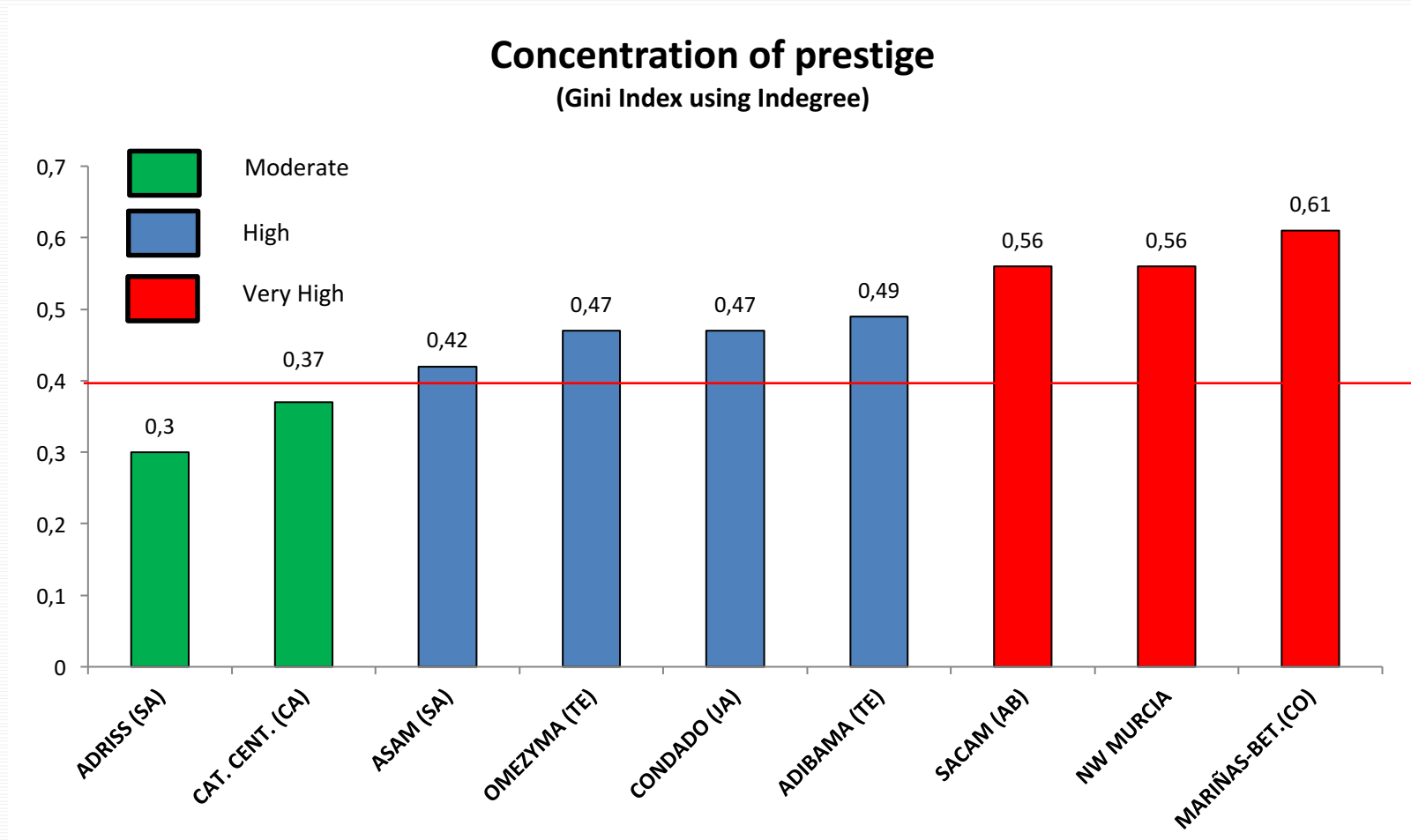
OMEZYMA (TE)

Global	N =	60
	X med.	17,8
	Des.	15,6
	Coe.	88%
	Var.	0,47

- Institucional
- Técnico
- Social
- Económico
- Institucional + Técnico
- Técnico + Social
- Económico + social
- Institucional + Social
- Técnico + Económico
- Institucional + Económico

# 3. Results and discussion: prestige, elites & power

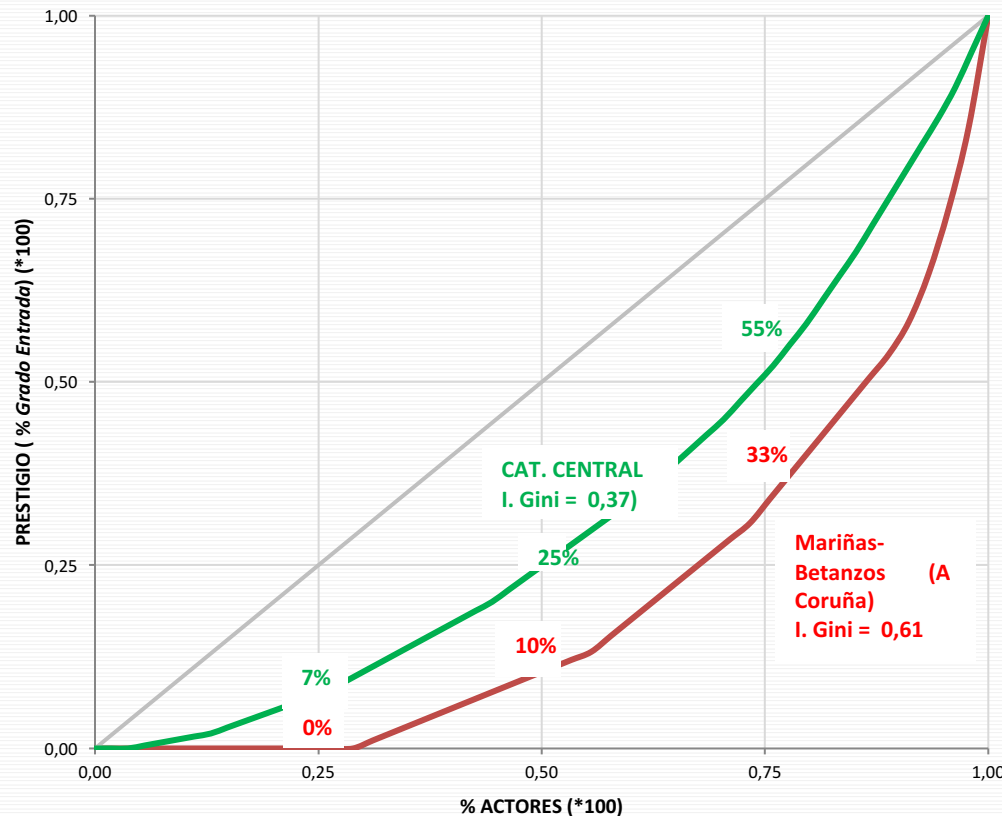
## 3.1. Actors' prestige and potential leadership roles (indegree)



# 3. Results and discussion: prestige, elites & power

## 3.1. Actors' prestige and potential leadership roles (indegree)

Comparative Lorenz Curve: Central Catalunya vs Mariñas-Betanzos (Coruña)



Central Cat.

Global	N =	54
	X med.	8,6
	Des.	5,6
	Coe.	65%
	Var.	65%
	Ind. Gini	0,37

Mariñas-Bet.

Global	N =	45
	X med.	5
	Des.	6,2
	Coe.	135%
	Var.	135%
	Ind. Gini	0,61

Concepts

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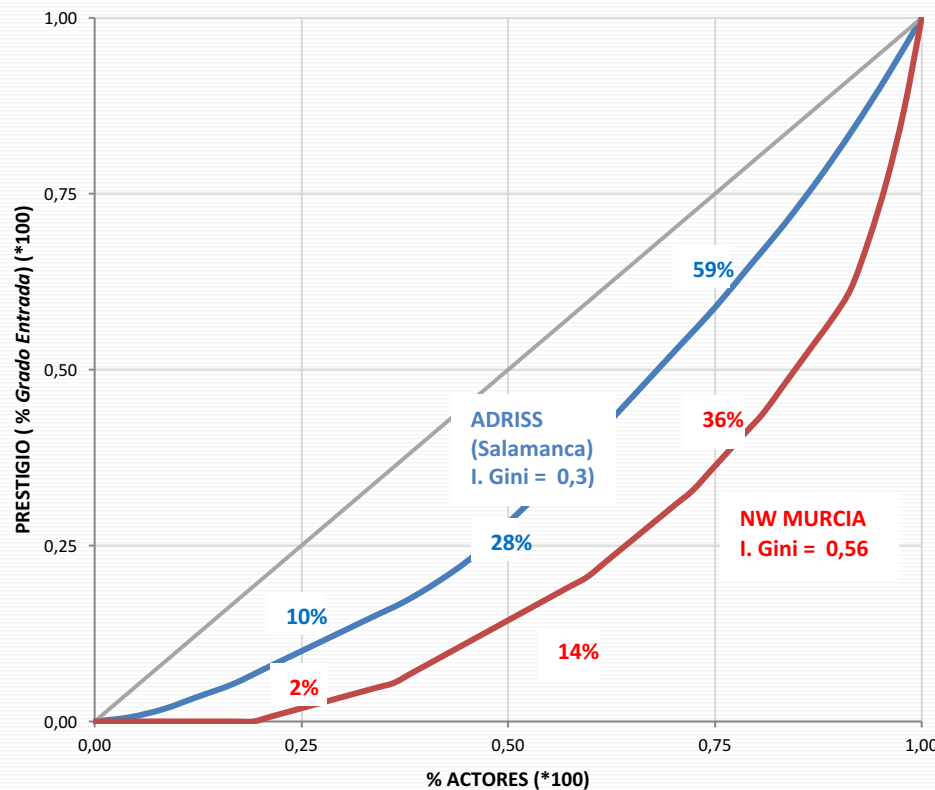
Results- discus.

Concluding rem.

# 3. Results and discussion: prestige, elites & power

## 3.1. Actors' prestige and potential leadership roles (indegree)

Comparative Lorenz Curve: NW Murcia vs ADRISS (SA)



NW Murcia

Global	N =	47
	X med.	6,8
	Des.	8,3
	Coe. Var.	123%
	Ind. Gini	0,56

ADRISS (SA)

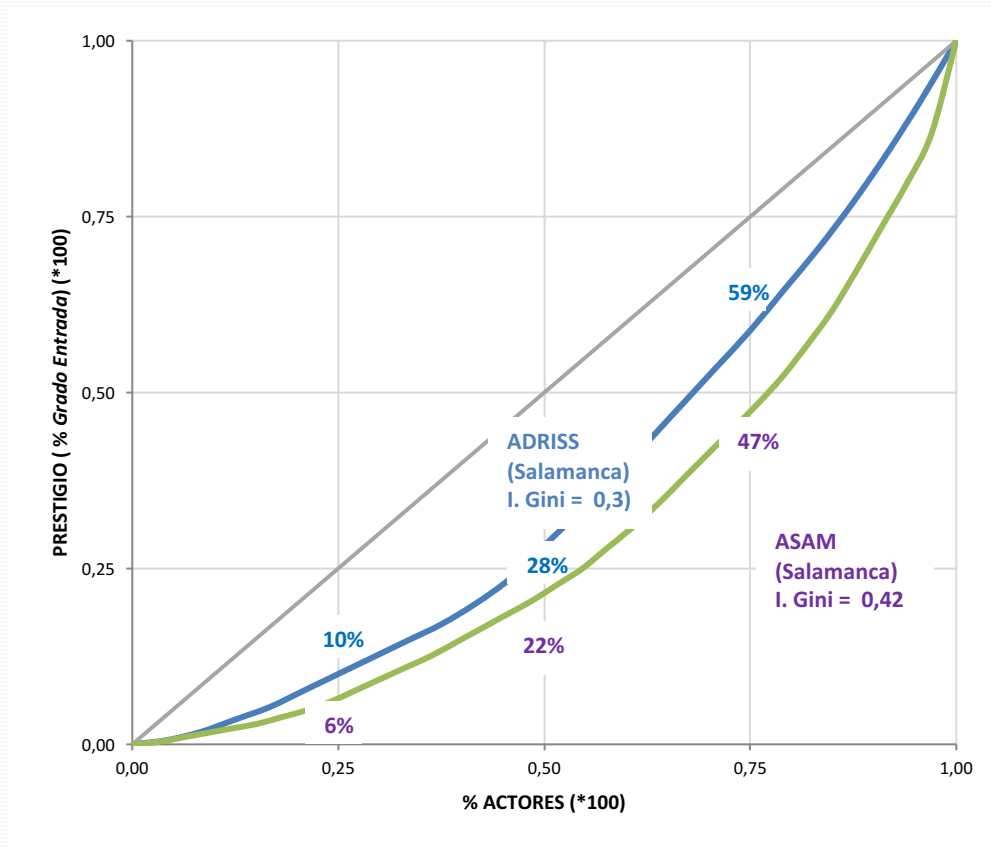
Global	N =	24
	X med.	13
	Des.	6,4
	Coe. Var.	51%
	Ind. Gini	0,30



# 3. Results and discussion: prestige, elites & power

## 3.1. Actors' prestige and potential leadership roles (indegree)

Comparative Lorenz Curve: Central ADRISS and ASAM (Salamanca)



INDEGREE AVERAGE

	ASAM	ADRISS
Economic A.	12,9	12,5
Institutional A.	20,7	19,0
Social A.	16,7	9,6
Managerial A.	19,2	12,1
<b>WHOLE study area</b>	<b>16,7</b>	<b>12,6</b>

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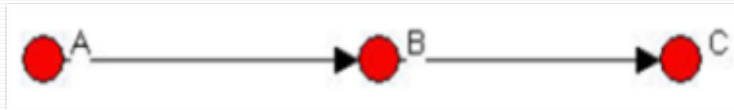
**Results- discus.**

Concluding rem.

# 3. Results and discussion: prestige, elites & power

## 3.2. Actors and roles. Approach from brokerage analysis (Ego-N)

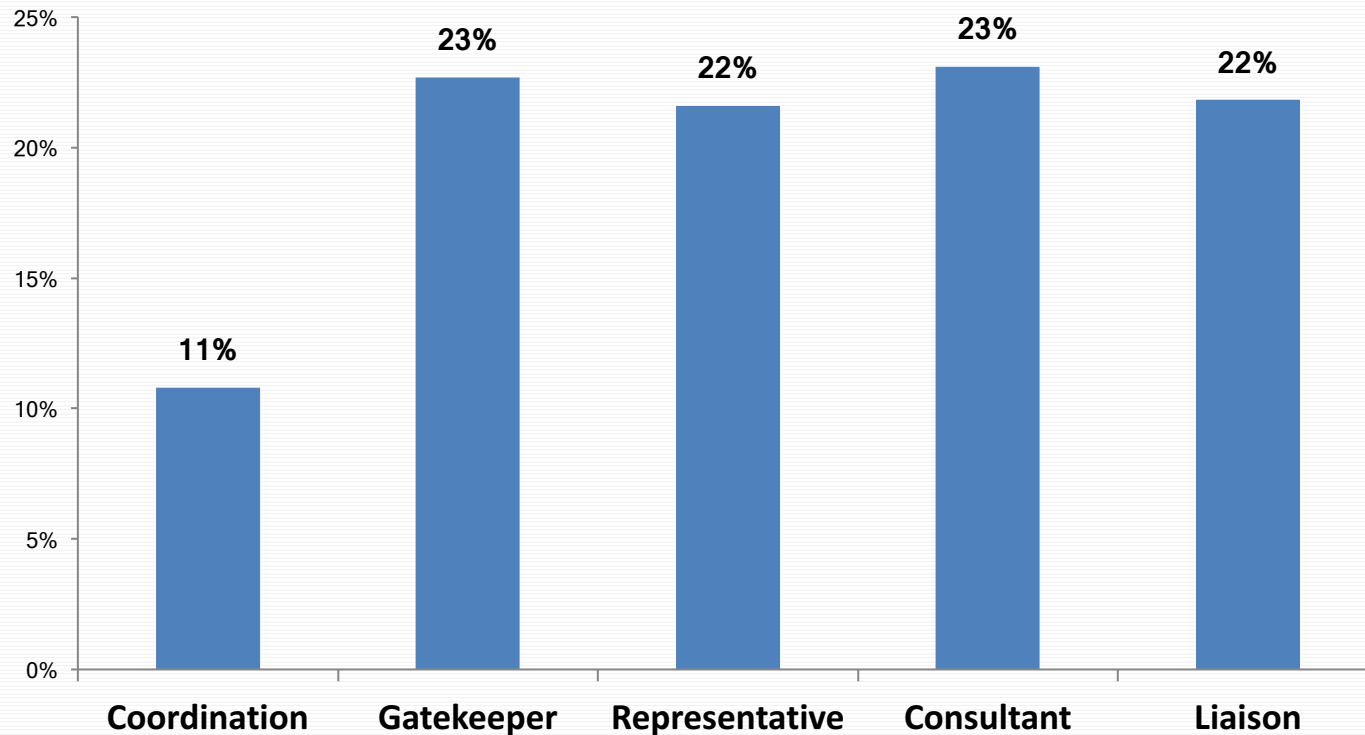
Potential roles an ego (B) may develop connecting two alters (A & C)



# 3. Results and discussion: prestige, elites & power

## 3.2. Actors and roles. Approach from brokerage analysis (Ego-N)

Distribution of brokerage scores by role of actors



# 3. Results and discussion: prestige, elites & power

## 3.2. Actors and roles. Approach from brokerage analysis (Ego-N)

Distribution of Actors' Role by type of actor

	Institut.	Managerial	Social	Economic	Total
Coordination	16%	27%	0%	<b>57%</b>	100%
Gatekeeper	<b>39%</b>	22%	4%	35%	100%
Representative	12%	<b>44%</b>	2%	<b>42%</b>	100%
Consultant	20%	<b>53%</b>	1%	26%	100%
Liaison	33%	21%	7%	<b>39%</b>	100%
<b>Total</b>	25%	35%	3%	38%	100%

# 3. Results and discussion: prestige, elites & power

## 3.2. Actors and roles. Approach from brokerage analysis (Ego-N)

### Importance of roles within each group of Actors

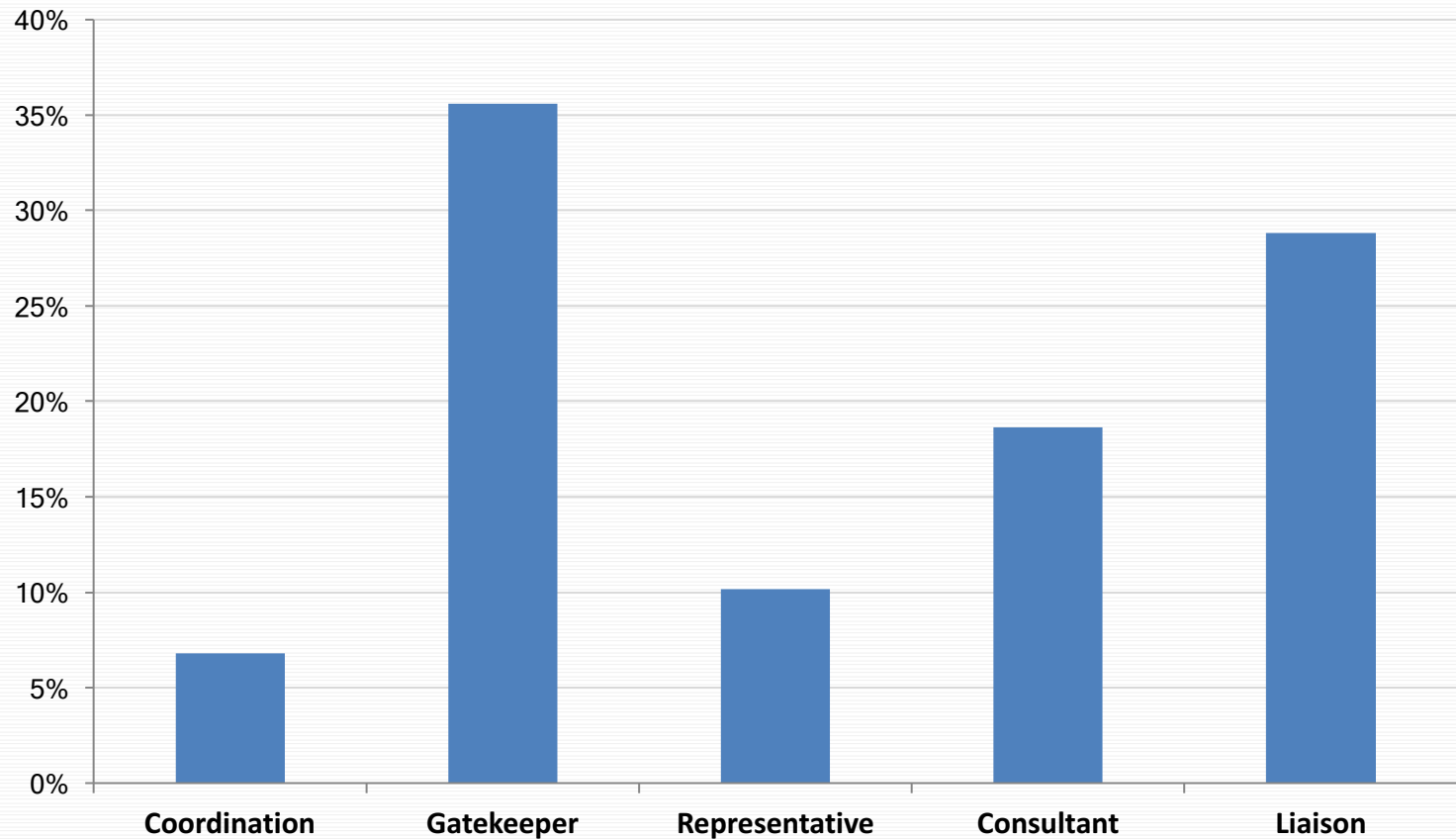
	Institut.	Managerial	Social	Economic	Total
Coordination	7%	9%	0%	16%	11%
Gatekeeper	<b>36%</b>	15%	29%	<b>21%</b>	23%
Representative	10%	28%	14%	<b>24%</b>	22%
Consultant	19%	<b>36%</b>	7%	16%	23%
Liaison	29%	13%	<b>50%</b>	<b>23%</b>	22%
<b>Total</b>	100%	100%	100%	100%	100%

# 3. Results and discussion: prestige, elites & power

## 3.2. Actors and roles. Approach from brokerage analysis (Ego-N)

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Distribution of brokerage scores by role. **Institutional Actors**

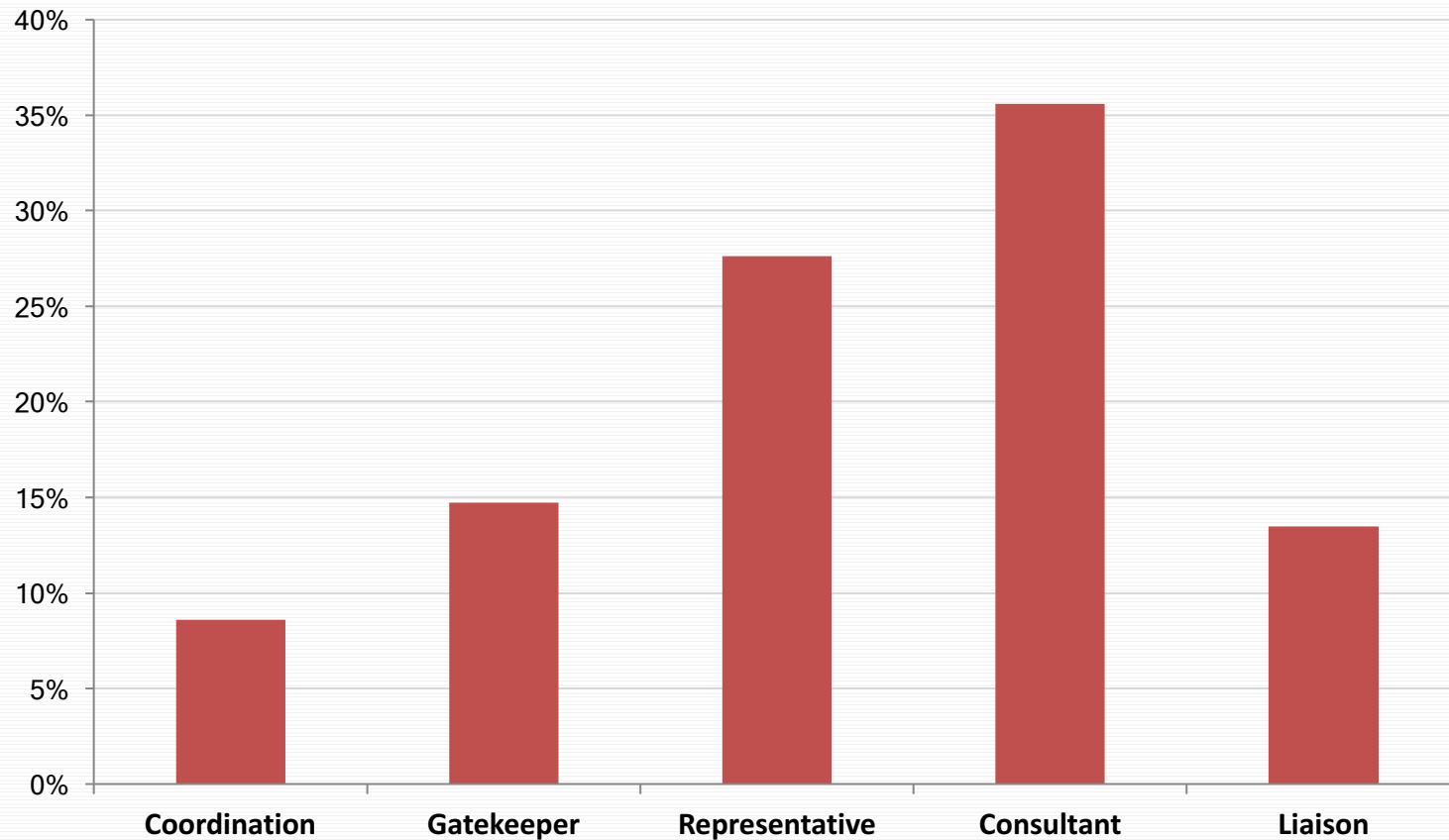


# 3. Results and discussion: prestige, elites & power

## 3.2. Actors and roles. Approach from brokerage analysis (Ego-N)

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Distribution of brokerage scores by role. **Managerial Actors**

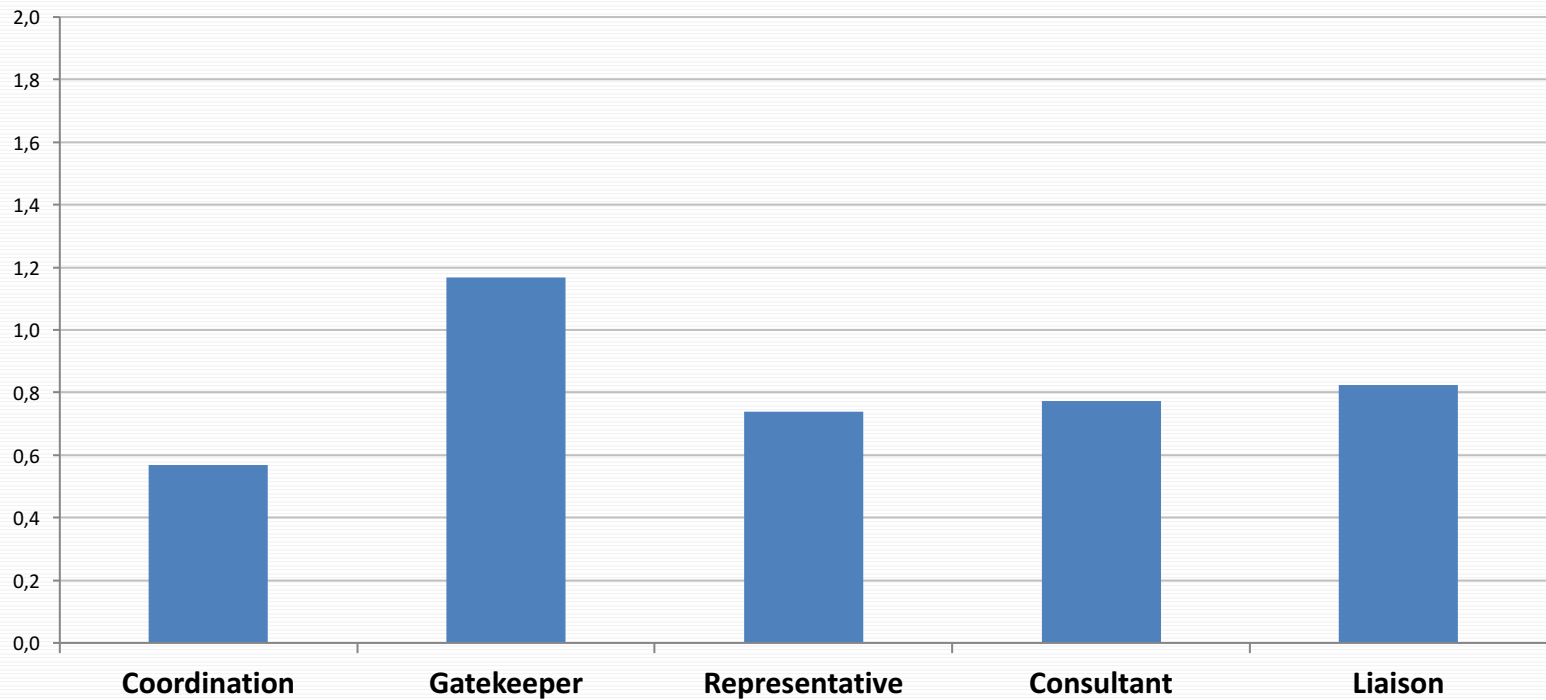




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**Relative brokerage (scores / expected values under  
random assignment)**

**Institutional Actors**



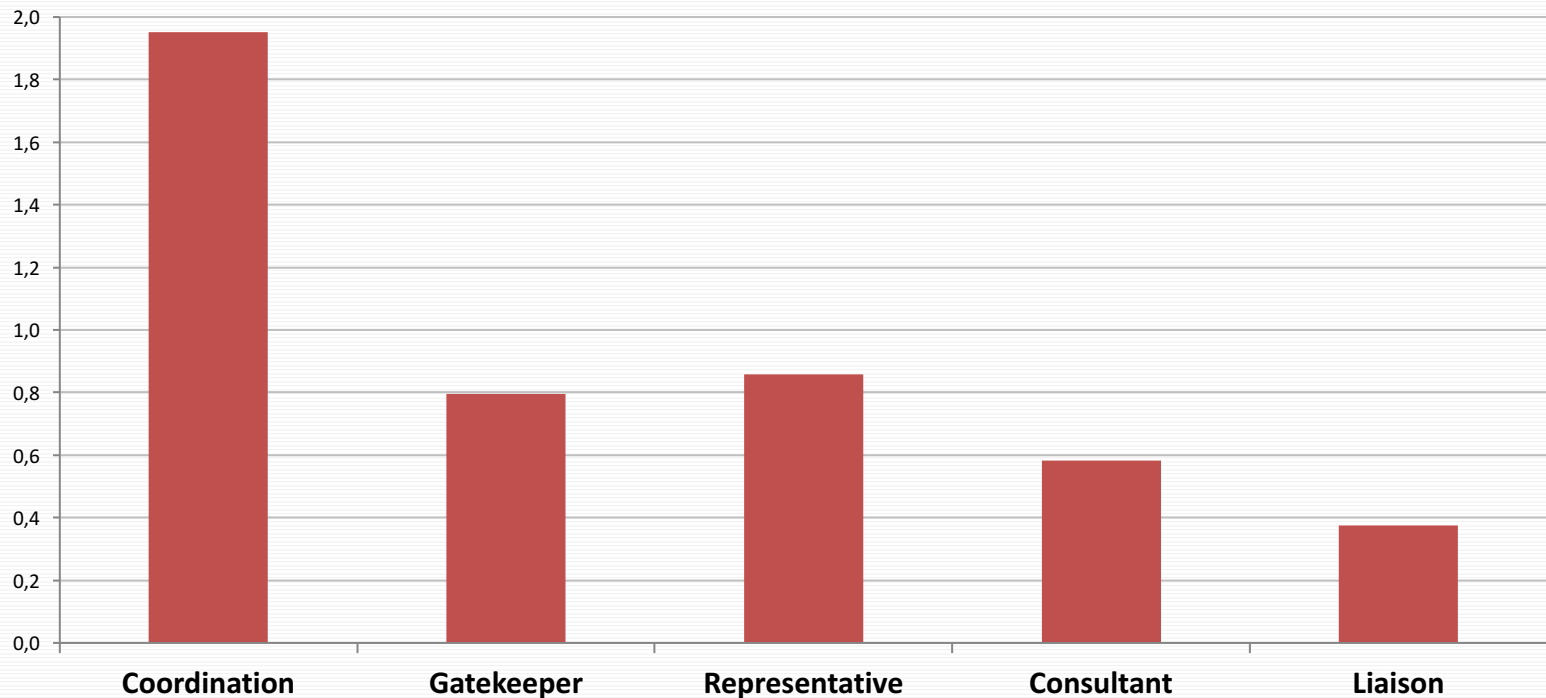
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## 3.2. Actors and roles. Approach from brokerage analysis (Ego-N)

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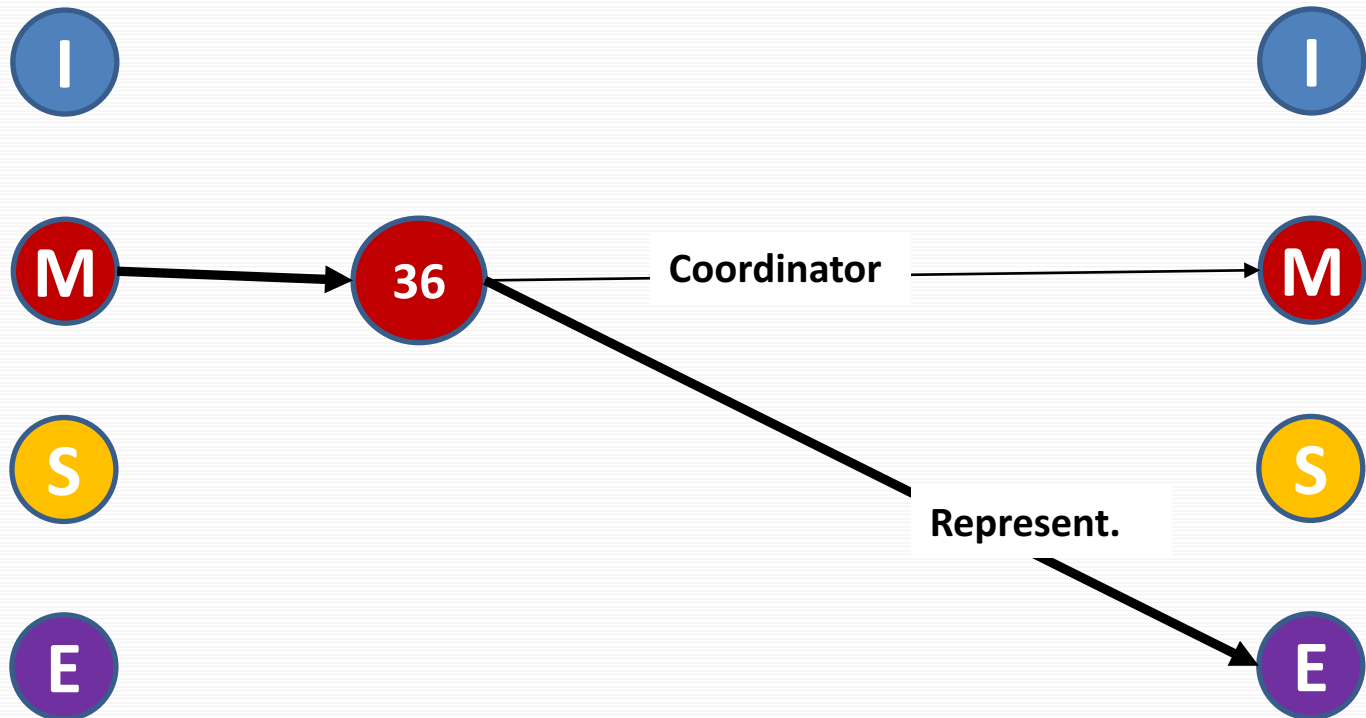
**Relative brokerage** (scores / expected values under random assignment)

### Managerial Actors



# 3. Results and discussion: prestige, elites & power

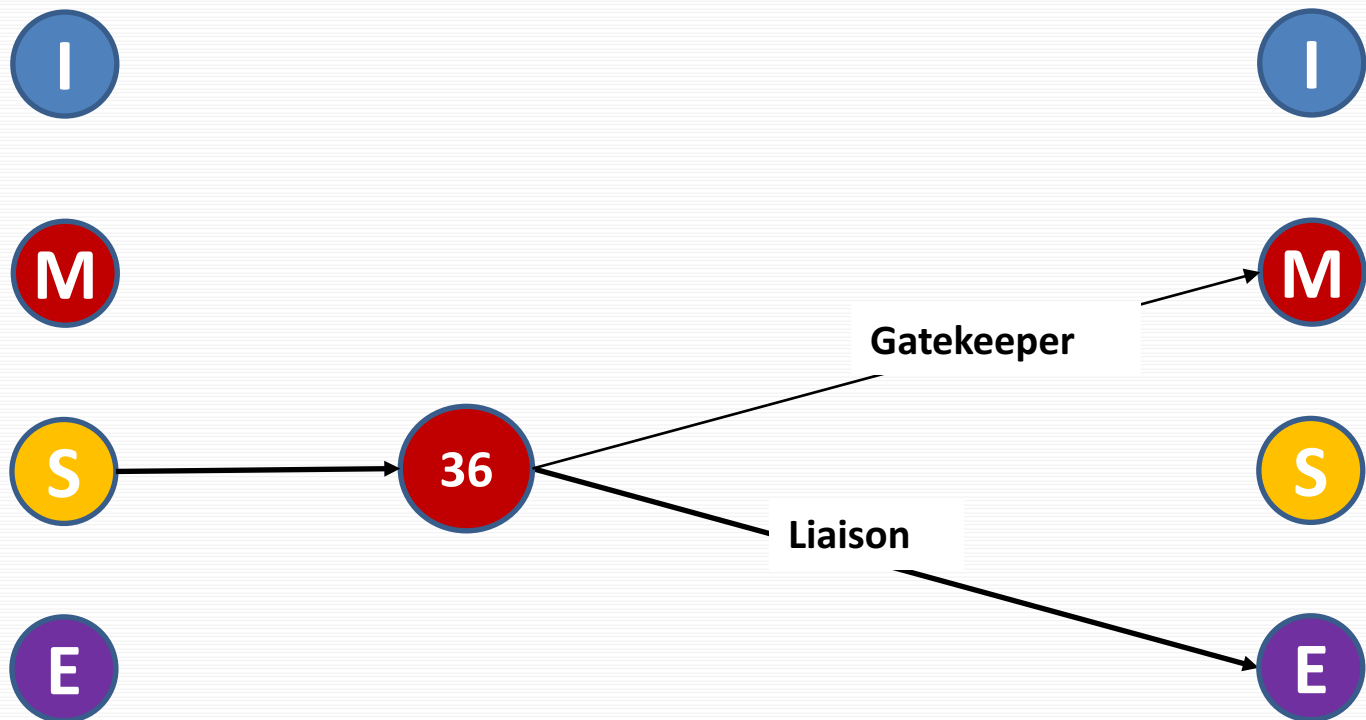
## 3.2. Actors and roles. Approach from brokerage analysis (Ego-N)



	Gr. I	Gr. M	Gr. S	Gr. E
Gr. I	0	0	0	0
Gr. M	0	4	0	26
Gr. S	0	3	0	13
Gr. E	0	8	0	43

# 3. Results and discussion: prestige, elites & power

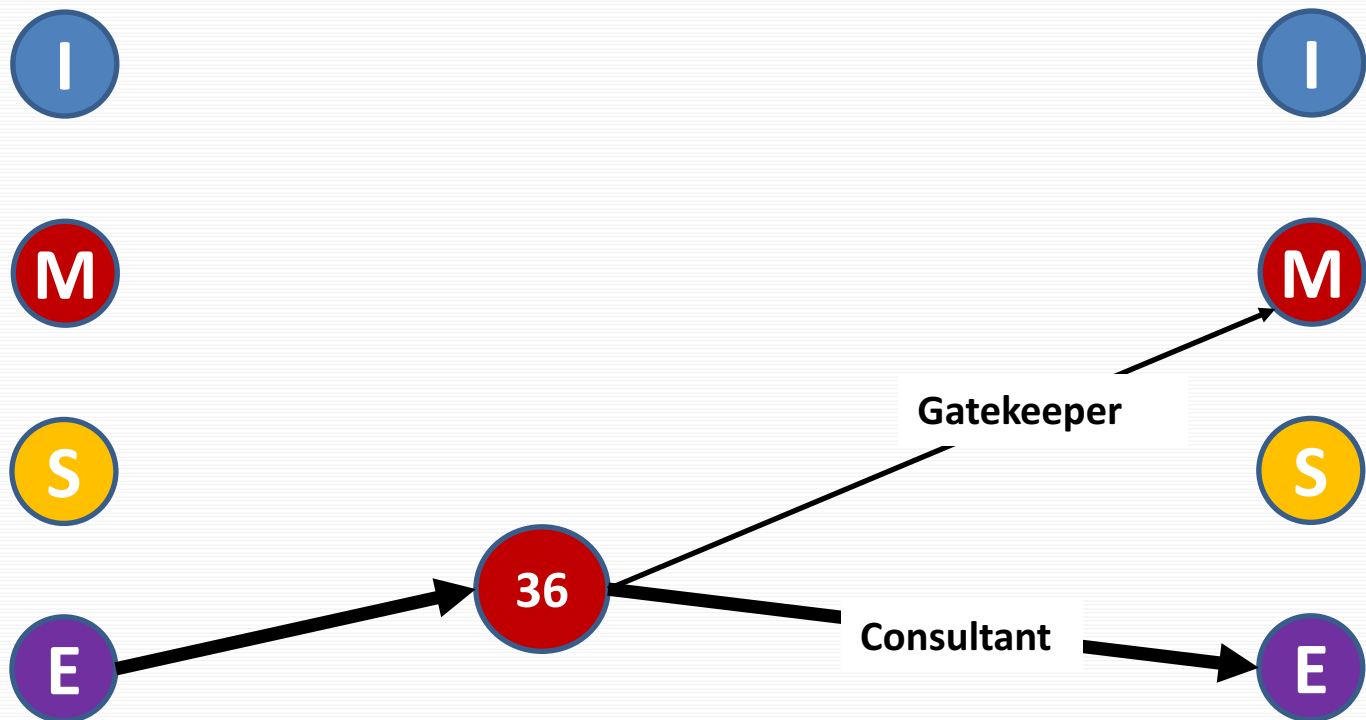
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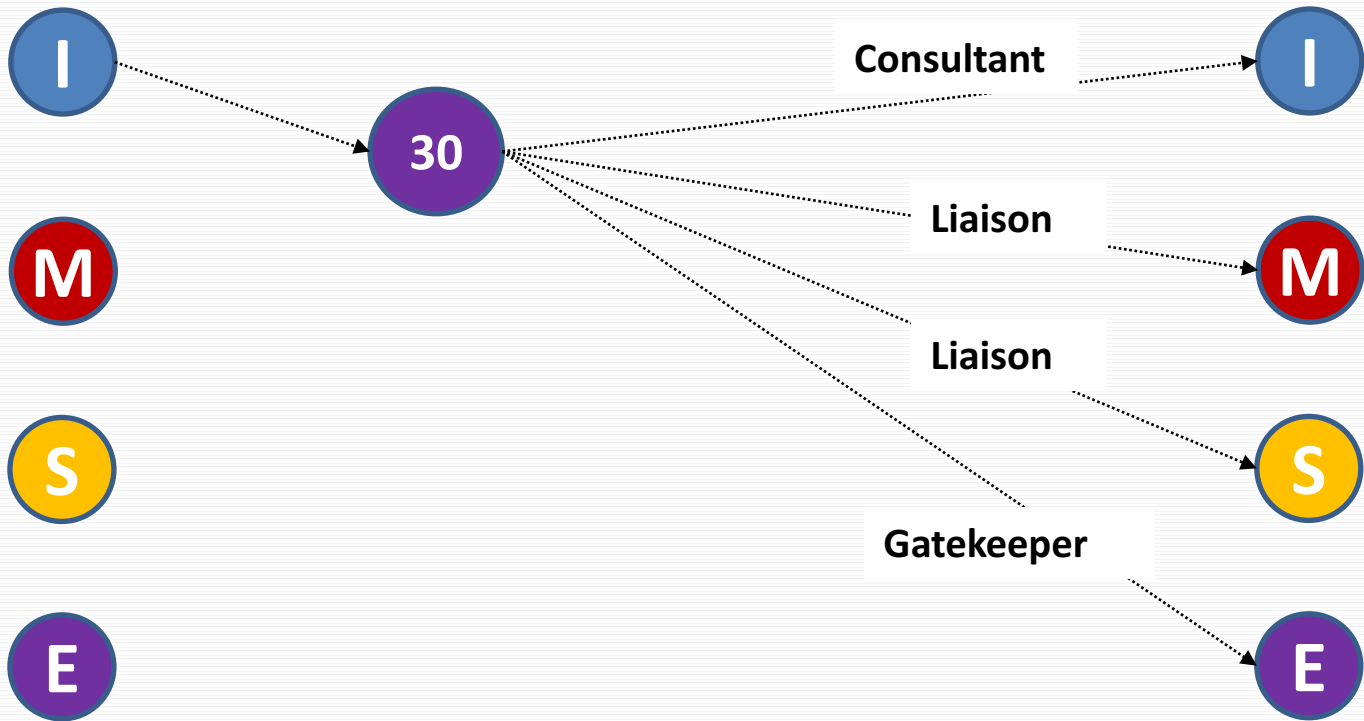
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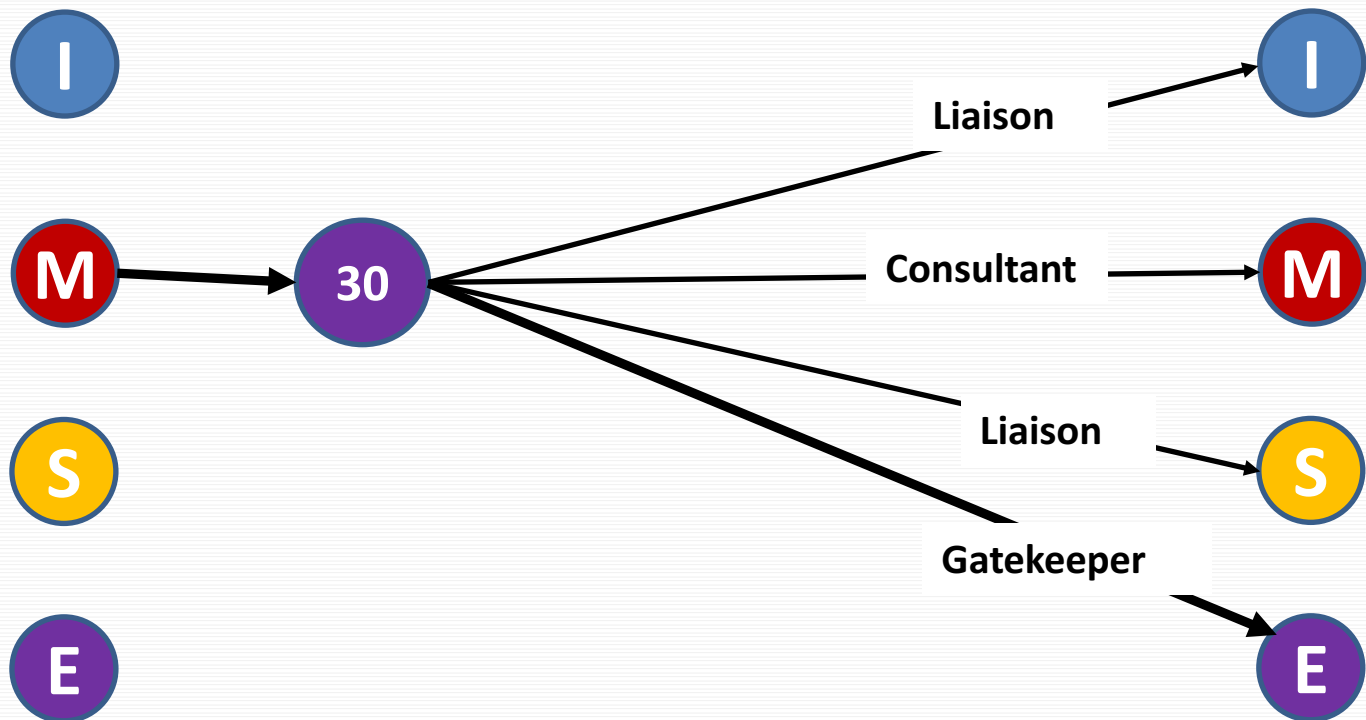
	Gr. I	Gr. M	Gr. S	Gr. E
Gr. I	0	0	0	0
Gr. M	0	4	0	26
Gr. S	0	3	0	13
Gr. E	0	8	0	43



	Gr. I	Gr. M	Gr. S	Gr. E
Gr. I	1	2	1	3
Gr. M	11	10	6	17
Gr. S	2	2	0	3
Gr. E	10	11	6	15

# 3. Results and discussion: prestige, elites & power

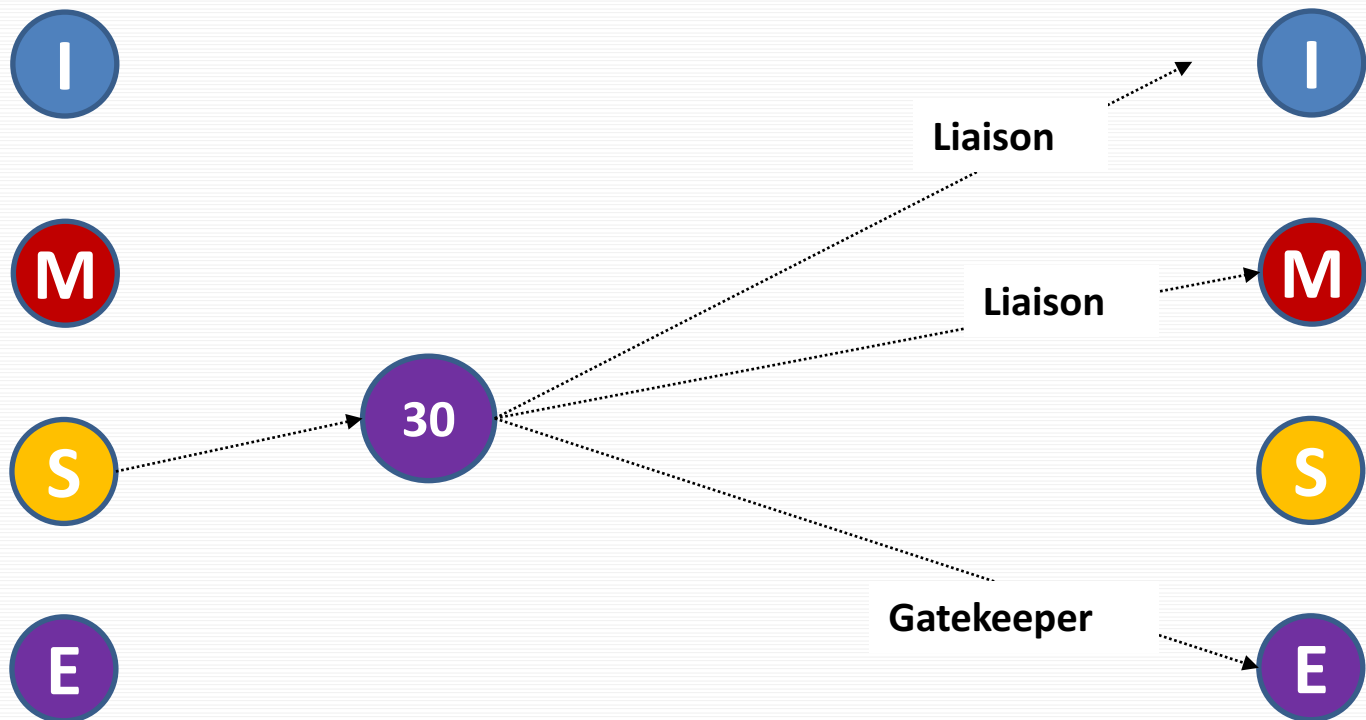
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	Gr. I	Gr. M	Gr. S	Gr. E
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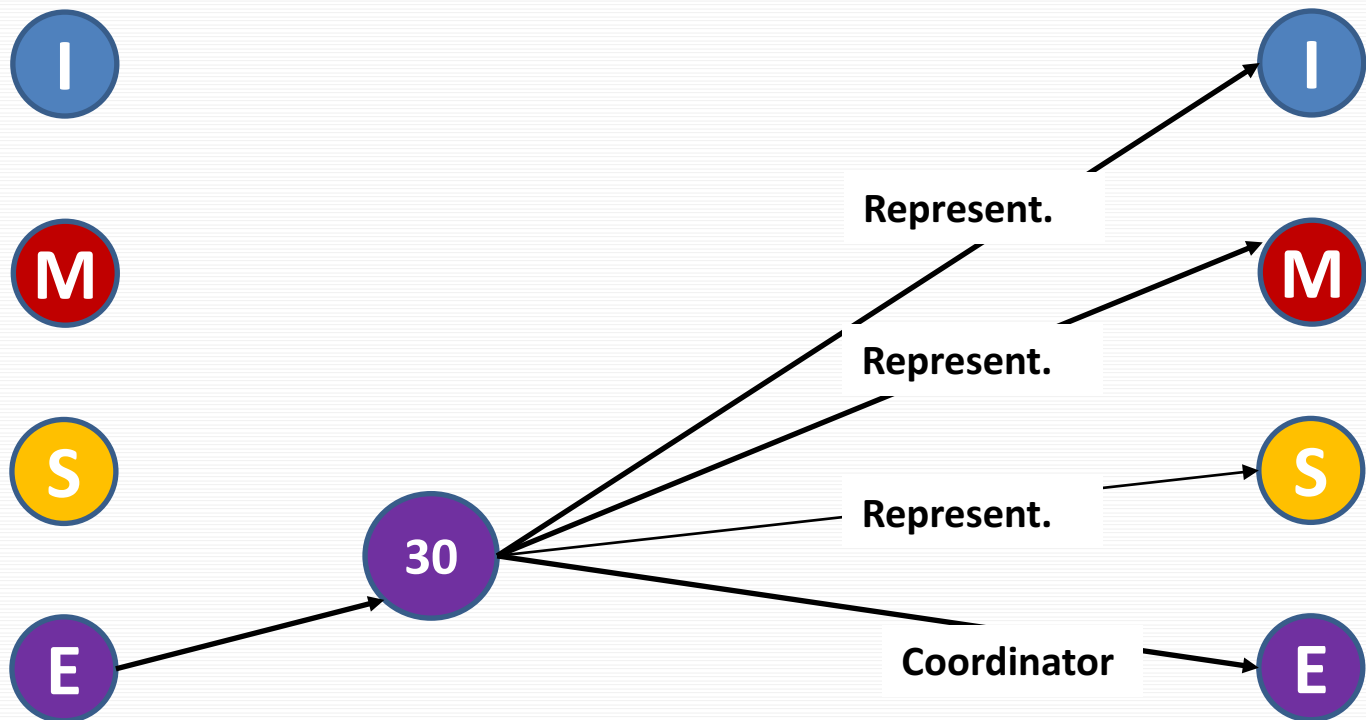


	Gr. I	Gr. M	Gr. S	Gr. E
Gr. I	1	2	1	3
Gr. M	11	10	6	17
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# 3. Results and discussion: prestige, elites & power

## 3.2. Actors and roles. Approach from brokerage analysis (Ego-N)



	Gr. I	Gr. M	Gr. S	Gr. E
Gr. I	1	2	1	3
Gr. M	11	10	6	17
Gr. S	2	2	0	3
Gr. E	10	11	6	15

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## 4. Concluding remarks and next steps

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1. Centrality indicators: powerful to measure prestige and power trends in the network → useful approach to potential leadership detection
2. Brokerage analysis: complementary analysis from Ego-networks perspective to the POTENTIAL roles of individual actors → allow us an approach to
  1. BONDING social capital (within the own group: eg. Coordination)
  2. BRIDGING social capital (between actors from two different groups in the network: eg. Gatekeeper, representative, liaison)
3. A diversity of forms of potential roles (different leadership profiles?)
  1. Prestigious actors may develop different roles in the network
  2. Some roles could give more power than others

## 4. Concluding remarks and next steps

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### 1. Next steps

1. To complete and develop a complete set of indicators for the whole study areas on prestige and power positions, and develop a framework on the structure and characteristics of elites in different contexts
2. To move on from exploratory analysis on individual roles of actors in the network potentially linked to leadership functions (including complementary indicators)
3. To build a comprehensive approach on types of leaderships and role of elites in relation to local development processes in rural regions in Spain

# Leadership and power: and approach from social networks in rural areas in Spain

## THANKS FOR YOUR ATTENTION

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