



**UNIVERSITY OF THE PHILIPPINES OPEN UNIVERSITY
MASTER OF RESEARCH AND DEVELOPMENT MANAGEMENT**

ANNA PATRICIA R. CONDEMILICOR

**PUBLIC-PRIVATE PARTNERSHIP IN R&D: AN
AUTOETHNOMETHODOLOGICAL STUDY OF ITS ROLE ON ORGANIZATIONAL
LEADERSHIP**

Thesis Adviser:

PROF. JEAN SALUDADEZ, PHD.
Faculty of Management and Development Studies

11 August 2025

Permission is given for the following people to have access to this thesis/dissertation, subject to the provisions of applicable laws, the provisions of the UP IPR policy and any contractual obligations:

Invention (I)	☐ Yes	or	☒ No
Publication (P)	☒ Yes	or	☐ No
Confidential (C)	☐ Yes	or	☒ No
Free (F)	☐ Yes	or	☒ No

Student's signature:

Thesis adviser's signature:

University Permission Page

PUBLIC-PRIVATE PARTNERSHIP IN R&D: AN AUTOETHNOMETHODOLOGICAL STUDY OF ITS ROLE ON ORGANIZATIONAL LEADERSHIP

"I hereby grant the University of the Philippines a non-exclusive, worldwide, royalty-free license to reproduce, publish and publicly distribute copies of this Academic Work in whatever form subject to the provisions of applicable laws, the provisions of the UP IPR policy and any contractual obligations, as well as more specific permission marking on the Title Page."

"I specifically allow the University to:

Specifically, I grant the following rights to the University:

- a. Upload a copy of the work in the theses database of the college/school/institute/department and in any other databases available on the public internet;*
- b. Publish the work in the college/school/institute/department journal, both in print and electronic or digital format and online; and*
- c. Give open access to the work, thus allowing "fair use" of the work in accordance with the provision of the Intellectual Property Code of the Philippines (Republic Act No. 8293), especially for teaching, scholarly and research purposes.*



Anna Patricia R. Condemicor
Signature over Student Name and Date

Acceptance Page:

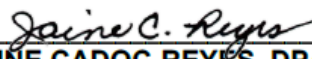
This thesis of **ANNA PATRICIA R. CONDEMILICOR** titled: "**PUBLIC-PRIVATE PARTNERSHIP IN R&D: AN AUTOETHNOMETHODOLOGICAL STUDY OF ITS ROLE ON ORGANIZATIONAL LEADERSHIP**" is hereby accepted by the Faculty of Management and Development Studies, U.P. Open University, in partial fulfillment of the requirements for the degree Master of Research and Development Management.



JEAN A. SALUDADEZ, PHD.
Chair, Thesis Committee

9/10/2025

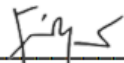
(Date)



JAINÉ CADOC-REYES, DPA.
Member, Thesis Committee

10 September 2025

(Date)



PRIMO GARCIA, PHD.
Member, Thesis Committee

9/11/2025

(Date)



FINAFLOR F. TAYLAN, DPROST.
Dean
Faculty of Management and Development Studies

August 2025

Biographical Sketch

Anna Patricia R. Condemilicor is currently working as an R&D Manager and has been in the research and development industry for over a decade. She has developed expertise in product development, particularly in packaging, through her professional experience.

She graduated from the University of the Philippines – Los Baños with a Bachelor of Science in Agricultural Biotechnology, majoring in Food Biotechnology. This is where she found her love for research and the reason she pursued a career in research and development.

She aims to further enhance her managerial skills, especially in the R&D context, which is why she is currently pursuing a Master's in R&D Management at the University of the Philippines – Open University.

Acknowledgement

First, I would like to thank the Lord for guiding me throughout this academic journey. It is because of Him that I am able to pursue higher education, and to Him, I offer this research study.

I would also like to express my gratitude to my adviser, Dr. Jean Saludadez, for your patience in guiding me through my research. Whenever I felt lost with all the research and data, thank you for pushing me forward and mentoring me to keep going. Without your guidance, I would not have been able to push through.

I extend my heartfelt thanks to my thesis panel members, Dr. Jaine Cadoc-Reyes and Dr. Primo Garcia. Your input greatly expanded the scope of my research. Thank you for sharing your time and expertise with me.

I am deeply grateful to my family for their unwavering support throughout my journey to pursue higher education. You have all been my inspiration during my late-night paper writing sessions. To my son, Juan Lucio, who was born during my thesis journey, you are my strength, and I thank you for allowing me to be both a mother and a researcher.

Lastly, I would like to thank the entire UP system for providing quality education. I have learned so much and will continue to uphold Honor and Excellence.

Dedication

I dedicate this research to my fellow R&D managers in the industry. May this study serve as a valuable resource as we navigate the complexities of partnerships in pursuit of our collective goals. I hope that the insights from this research will guide us in fostering leadership practices that build meaningful relationships, promote long-term collaborations, and drive sustainable innovation. In an age where innovation is key, may we continually evolve our strategies to stay ahead and create lasting impact.

I also dedicate this study to the Filipino people. It is because of you that we are able to access quality education. I hope that this research can contribute to our national pool of knowledge and inspire further growth. Padayon!

TABLE OF CONTENTS

University Permission Page	ii
Acceptance Page:	iii
Biographical Sketch.....	iv
Acknowledgement.....	v
Dedication	vi
RESEARCH ABSTRACT	ix
CHAPTER 1 RATIONALE	1
PPP in R&D in the Philippines.....	1
Approach of the study in exploring PPP in the context of R&D	2
Leadership practices that shape PPP in R&D	3
CHAPTER 2: REVIEW OF LITERATURE	4
Public-Private Partnerships	4
PPPs in International R&D Scenario	6
PPPs in Philippine R&D	7
Innovation Through Public-Private Partnerships in R&D	8
The Role of Leadership in Strengthening PPP Collaboration in R&D.....	9
Challenges in the Implementation of Public-Private Partnerships in R&D	10
PPP as a Strategy in R&D Projects.....	10
CHAPTER 3 RESEARCH FRAMEWORK AND RESEARCH QUESTIONS	12
Ethnomethodology as Theoretical Framework	12
Research Questions	13
CHAPTER 4 RESEARCH METHODOLOGY	15
Autoethnography as an Approach.....	15
Data Collection	16
Role of the Researcher in the Study.....	16
PPP #1 Data	17
PPP #2 Data	25
Data Analysis	29
<i>Analytical Table 1 – PPP#1 Leadership practices and Underlying perspectives</i>	<i>29</i>

<i>Analytical Table 2 – PPP#2 Leadership practices and Underlying perspectives</i>	<i>32</i>
<i>Summary of Leadership Practices and the Underlying Perspectives in the Identified PPPs</i>	<i>34</i>
CHAPTER 5 RESULTS AND DISCUSSION	39
Leadership Practices (RQ1)	39
Leading with Visible Commitment	39
Agile and Productive Approach	41
Strategic Delegation of Tasks	43
Collaborative Leadership.....	45
Building Network	47
Underlying Perspectives (RQ2)	48
Support of visible leadership for trust building, alignment and accountability	48
Strategies that are agile and proactive for progress acceleration.....	50
Strengths maximization for increase in efficiency	52
Strategic collaboration for resource and outcome optimization	54
Strong relationships for continuity and future collaboration	56
Framework for Leadership Practices in PPP in R&D (RQ3).....	58
CHAPTER 6 RESEARCH SUMMARY, CONCLUSION AND RECOMMENDATIONS.	62
Summary	62
Conclusion	64
Recommendations	67
REFERENCES.....	70

Abstract

Public-Private Partnerships (PPPs) have long been associated with infrastructure development, however, their application in research and development (R&D) remains limited, especially in the Philippines. This study investigated the role of PPPs within R&D through ethnomethodology as research framework and autoethnography as methodological approach. Given the nature of autoethnography, this study was written from a first-person perspective. By drawing from the author's lived experiences in PPPs and naturally occurring data, the research highlighted the dynamics of leadership that influence R&D project progress.

The results highlighted how leadership visibility, proactive facilitation, strategic task delegation, network building and collaborative leadership significantly influenced these partnerships.

The study provides actionable insights, emphasizing that PPP in R&D can be encouraged by integrating diverse leadership practices, perspectives, and promoting a culture of continuous collaboration.

CHAPTER I

RATIONALE

PPP in R&D in the Philippines

Effectively managing and engaging with stakeholders is becoming increasingly vital for enhancing business performance. This involves cultivating relationships with a diverse array of stakeholders, such as shareholders, technology partners, employees, customers, and society at large (Goodjik, 2002). Aside from gaining more knowledge and learnings from these collaborations, it is found that they can also lead to increased development, better cooperation in processes, and opportunities for shared funding (Bailey & Dolan, 2011). This is why I consider partnerships to be one of the key factors in improving performance.

From my perspective, Public-Private Partnerships (PPPs) have been recognized as a strategic approach to addressing various challenges in project management in the Philippines. While PPPs have been predominantly utilized in infrastructure projects, their potential application in research and development (R&D) projects has not been fully explored. Given the growing need for rapid technological innovation and knowledge production, I believe it's both timely and important to examine how PPPs can be effectively implemented in R&D projects.

Approach of the study in exploring PPP in the context of R&D

While prior research has extensively documented the economic and operational benefits of PPPs in transportation, energy, and other public facilities, my study shifts the focus from physical infrastructure development projects to innovation and technological collaboration between R&D organizations. Furthermore, I integrate leadership theories into the PPP framework, emphasizing how the leadership competencies of research managers like me can influence the encouragement of PPP.

While existing studies on PPPs in the Philippines primarily use quantitative approaches to measure project efficiency and financial viability in infrastructure projects, I adopt an auto-ethnomethodological qualitative approach that centers on my personal experiences and naturally occurring data. This approach captures the dynamics of leadership and innovation within PPP-driven R&D initiatives. I find this method especially valuable because it allows me to share first-hand narratives of complex decision-making, knowledge sharing, stakeholder interactions, technical collaborations, and leadership strategies that foster innovation in public-private research projects. The autoethnography aspect also enables me to present data transparently, reflecting my own perspective, emotions, and preferences. Through this, I aim to provide meaningful insights into shaping leadership, management, and innovation strategies that are acceptable and relevant to the researchers involved.

Leadership practices that shape PPP in R&D

Leadership plays a pivotal role in determining the success of collaborative research initiatives, particularly within PPP-driven projects where multiple stakeholders, such as government agencies, private companies, and academic institutions, must align their goals, resources, and expectations. By incorporating leadership theories into the PPP framework, I aim to examine how leadership competencies, decision-making styles, and managerial strategies influence the encouragement of public-private R&D collaborations.

Through analyzing the role of PPPs in the research sector and understanding the impact of long-term collaborations, I hope to provide actionable insights for crafting more agile and innovative strategies, ones that can foster strong collaborations across both public and private R&D initiatives.

CHAPTER II

REVIEW OF LITERATURE

Public-Private Partnerships

Public-Private Partnerships or PPP has been defined to cover a broad spectrum of partnerships and the situations in which they emerge as "Mutually agreed collaborative endeavors involving both a public and a private-sector entity as partners." (Li & Akintoye, 2003). This partnership aims to work together to gain mutual benefits. It represents a cooperative alliance between two organizations (public and private), utilizing the strengths of each to efficiently meet public requirements by fairly distributing resources, risks, and benefits (Li & Akintoye, 2003).

To elaborate further on the scope and definition of PPPs, the EIB-EPEC (2011) guidelines outline several key characteristics that define PPPs which include:

- Public and private organization long-term agreement to deliver services
- Risk sharing of the public sector with the private sector, particularly those related to design, construction, operation, and/or financing.
- Emphasizes defining project outcomes rather than specifying inputs.
- Use of private sector funding.
- Availing of private sector services.

Some may associate PPP with privatization, but they have distinct approaches. Privatization involves the handover of business ownership and operations from the public to the private sector. In this process, the public sector completely disengages from the business, relinquishing all control. In contrast, PPP entails a collaborative business arrangement or joint venture between a private and public organization (Gerrard, 2001).

According to Hodge et al. (2010), previously, PPPs primarily revolved around contractual agreements for designing, constructing, financing, and maintaining public infrastructure and facilities in collaboration with the private sector. These arrangements encompass various models, including:

1. operations and maintenance contracts,
2. build, own, operate, transfer contracts,
3. build, transfer, operate,
4. build, finance, operate, and others.

According to the World Bank Institute (2014) study, PPPs serve seven advantages:

1. Lifecycle cost efficiency: Integrating all phases of the project encourages minimizing the overall cost.
2. Risk distribution: By shifting some risks to private parties better equipped to manage them, the total risk to the government can be reduced.
3. Service-oriented focus: PPPs are focused on delivering the agreed-upon service, without the additional constraints that public sector projects often face.

4. Encouragement of innovation: Allowing flexibility in output specifications rather than rigid input requirements opens the door for more innovative solutions.
5. Improved asset usage: Private firms are incentivized to optimize the use of government facilities, potentially creating multiple revenue streams and lowering the cost of specific services.
6. Increased funding opportunities: Revenue from service fees can be used to attract additional funding, with private management often being more effective in mobilizing these funds compared to the public sector.
7. Clear accountability: The government's payments are contingent on the private sector delivering the agreed-upon outputs at the specified quality, quantity, and within the designated timeline.

PPPs in International R&D Scenario

In Singapore, PPPs are used to address national concerns, such as food security, through biotechnological research. The Agency for Science, Technology and Research partnered with private start-up companies to come up with solutions. This collaboration allowed these agencies to speed up their innovation processes and secure additional research funding. Ultimately, these joint efforts can help them grow and expand more quickly (Lee & Vavitsas, 2021).

According to an empirical study of Young & Limjirakan (2011) about achieving environmental goals through PPPs in Thailand, to boost the probability of success, a strategic plan that clearly outlines each party's roles and duties should be developed first.

Also, according to their survey, private organizations are more likely to participate in PPPs if the project aligns with their corporate goals.

PPPs in Philippine R&D

With the positive impact of PPPs in the implementation of infrastructure projects, it can also be explored more to be a solution to fast-track research and development in research organizations. One successful PPP is between Philippine Carabao Center (PCC) and San Miguel Corporation (SMC). PCC has always been challenged to extend the shelf life of carabao's milk. By partnering with SMC, they were able to extend the shelf life from 7 days to 6 months through joint process innovation and production. PCC aligned their current techniques and processes with SMC, while SMC provided technical inputs on how to tailor-fit these processes to their own facility (Inquirer, 2021). This technical and facility partnership led to a shelf stable carabao's milk in aluminum can which was distributed to Luzon-based schools. The project aimed to aid malnutrition in children (Irang, 2021). It is also worth mentioning that both PCC and SMC showed different approaches in leadership and innovation to make this project a success. PCC led the research in the product's characteristics and performance while SMC led the innovation to make it shelf stable.

In a PPP project, the involved organizations have different commercial and/or social objectives. Typically, private entities participating in a PPP prioritize increased revenue, profitability, and growth opportunities under a contractual agreement, while clients, public sectors, or governments focus on cost-effectiveness, improved services,

maximizing investment value, and promoting social or public welfare (Zou, et al., 2014). This was also the case with the PCC and SMC partnership. These two organizations were able to produce a win-win situation for both since they leveraged on each other's strength and experience.

Another successful PPP was in Tilapia genetic research. The collaboration resulted in providing more strains of genetically modified Tilapias that helped boost Tilapia industry in the Philippines. In this scenario, the public sector mainly started research while the private sector took responsibility in production and commercialization. According to their experience, the following are some of the areas that need improvement if PPPs are to be explored in research studies: defining the roles of both private and public entities and to foster encouraging environment (Acosta et al., 2006).

Innovation Through Public-Private Partnerships in R&D

As mentioned above, establishing PPP was also reported to increase innovation in partner organizations. One of the factors that help drive innovation is diversity and mixed capabilities and perspectives, which might be limited in a single organization, thus, forming a partnership can be a solution (Samii et al., 2002). As mentioned by Kanter (1999), "Indeed, a new paradigm of innovation is emerging: a partnership between private enterprise and public interest that produces profitable and sustainable change for both sides."

An empirical study suggests that to foster innovation in PPPs, participants should build trust, have clear contracts, and fair benefit-sharing to keep everyone motivated (Carbonara & Pellegrino, 2019).

According to Brogaard (2021), innovation in PPP is generally affected by structural factors (e.g. leader support), collaborative process factors (e.g. trust, coordination), and participant-driven factors (e.g. training in innovation, relevant expertise). It was also observed in their study that innovation in PPPs is usually incremental rather than radical.

The Role of Leadership in Strengthening PPP Collaboration in R&D

A significant challenge encountered by organizations establishing public-private partnerships lies in harmonizing diverse organizational cultures and financial objectives to foster a cohesive partnership culture conducive to delivering social programs or initiatives effectively. Cultivating a culture of trust and collaboration among participants is predominantly the responsibility of leaders within the public sector, working hand in hand with their counterparts in the private sector (Ludden, 2016). This is why leadership components are also important in the success of PPP.

According to Mohd Som et al. (2020), their study in PPP in Malaysia suggests that leadership in PPPs are more critical due to the nature of the collaboration which are cultural differences, temporary team structures and high complexity of contracts/agreements. They found that in PPPs, leadership comes in two (2) cores:

1. Building sustainable relationships – forming trust, fairness, balance and collaborative environment.

2. Influence in direction – leaders must be able to set vision and inspire the team while also managing relationship and conflicts within a dynamic team structure.

Their study also emphasizes that collaborative and facilitative leadership is more effective than authoritarian styles in PPPs.

Challenges in the Implementation of Public-Private Partnerships in R&D

PPPs also encounter other obstacles during project implementation, making organizations hesitant to engage in PPP. Among the identified challenges are bureaucratic hurdles, inadequate motivation and professional training for PPP decision-makers, issues related to corruption, diminished enthusiasm for PPP endeavors, and the complexity surrounding the fulfillment of state guarantee obligations (Filippova, 2020).

It is significant to identify the factors influencing these partnerships to maximize their advantages and explore their application in R&D organizations. Public-private partnerships (PPPs) introduce novel governance challenges, such as how to distribute economic, social, and political responsibilities across different sectors of society in national development, as well as how to adopt innovative institutional structures to improve governmental effectiveness (Rwelandamilla, 2015).

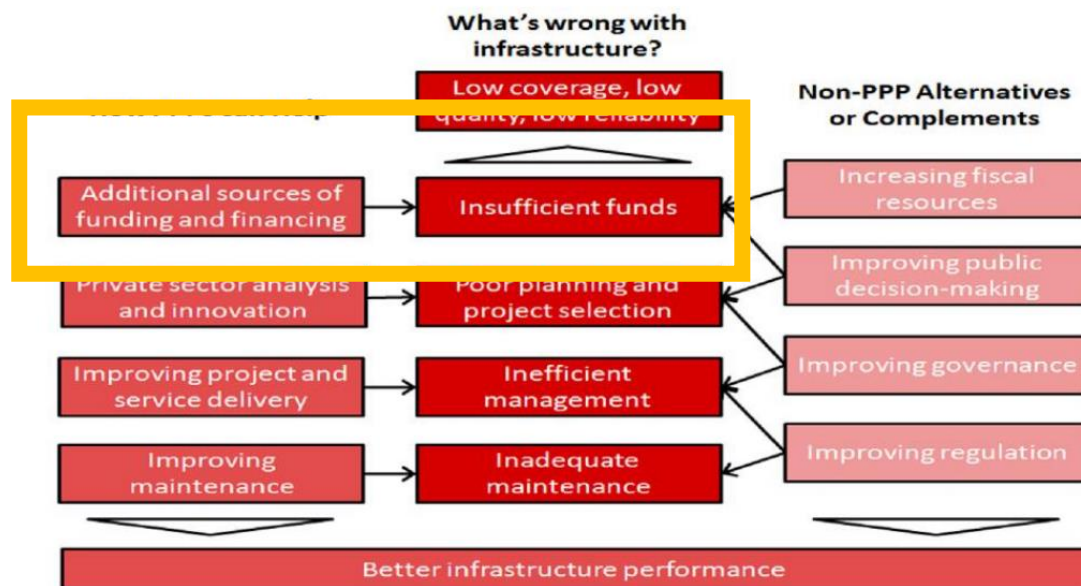
PPP as a Strategy in R&D Projects

With all the aspects discussed, it is still a question why organizations do not usually seek PPP as a project course, given its advantages in innovation. PPP does not only

promote a win-win situation for both organizations, but also provide a wider scope of positive outcomes, such as enhancing innovativeness of researchers.

In this research, the researcher analyzed data from own experiences in being involved in PPPs between R&D organizations. As observed from different prior research, it is already established how PPPs help in financial constraints and maintenance of projects. This study focused on proper management through analyzing leadership performance and innovative gain as shown in Figure 1.

Figure 1. PPPs solution to current limitations of public framework (World Bank Institute, 2012)



CHAPTER III

RESEARCH FRAMEWORK AND RESEARCH QUESTIONS

Ethnomethodology as Theoretical Framework

Ethnomethodology thoroughly examines the systems of daily life, focusing on the methods people employ to perform their daily tasks. It argues that social interaction and language use are essential to social order and warrant empirical research (Coulon, 1995). Ethnomethodology investigates the construction, attainment, and preservation of a member's social world, which is composed of commonplace objects, action, and interaction. It also examines the social reality from the perspective of an individual who is situated within it (Cuff et al., 2003).

Ethnomethodology sees social facts as things people create together in everyday life. These social facts are built through routines, shared understandings, and constant interaction (Button, 1991). According to O'Keefe (1979), social facts are not permanent; they are made by the constant interaction of people in everyday life.

In this study, I used ethnomethodology to understand leadership practices within PPPs in R&D by examining how interactions, knowledge-sharing, and problem-solving approaches help create an environment that supports innovation. This framework allowed me to gain a deeper understanding of how both public and private stakeholders, particularly their leaders, navigate complex interorganizational dynamics not just through formal systems, but through everyday communicative acts, decision-making patterns,

and culturally-embedded behaviors. With the observations made as regards informal social interaction, I used ethnomethodology to interpret the meaning of leadership, and to determine how it affects the PPP's innovativeness.

From the observations made, I found that leadership in PPPs is not merely expressed through documented strategies or hierarchal authority but it is also demonstrated through situated actions (i.e., how the meetings are conducted, how the roles are negotiated, and how trust is cultivated across sectors). The framework functioned as the backbone of my social interpretation of leadership in the R&D setting, including how informal rules are accepted, how communication strategies help build stronger collaboration, and how leadership practices foster innovation.

Ethnomethodology provided me with the perspective to assess leadership in the context of R&D PPPs. It provides for both the examination of formal structures and qualitative outcomes, and the determination as to the mechanisms of everyday collaborative interactions that give rise to leadership practices. With these, I was able to determine the factors that contribute to the creation of an effective PPP.

Research Questions

Public-Private Partnerships (PPPs) are usually explored in infrastructure projects and were found to be successful. Its practical importance to R&D organizations, and the variables affecting its applicability has not yet been extensively studied. Leaders from the private and public sectors showcase distinct characteristics which shape partnership, and influence innovation and project outcomes. Notwithstanding, the extent of their impact,

along with the role of researchers and developers in ensuring PPPs' success, remains to be validated. PPPs present both challenges and opportunities that significantly affect the aspects of leadership, team management, and innovation. It is deemed necessary to understand these dynamics to improve collaboration, and maximize the benefits of PPPs. In addressing these gaps, this study sought to answer the following research questions:

1. What organizational leadership practices encourage PPP in R&D?
2. What are the underlying perspectives behind these practices?
3. What framework or model can be proposed to enhance PPP?

CHAPTER IV

RESEARCH METHODOLOGY

Autoethnography as an Approach

The study utilized an autoethnographic qualitative research methodology (Ellis et al., 2011). I, as the researcher, examined my personal experiences within a particular cultural or social setting. This specific examination was linked to larger societal or organizational matters. This approach helped me understand the impact of PPPs on leadership through my own perspective.

According to Anderson (2006), an autoethnographic data is closely linked to personal experiences. Its interpretations provide insights as regards representational processes, and eventually became an integral part of the narrative. The researcher's personal emotions as well as experiences were woven into the research's narrative. Those were considered in the interpretation of the data to further elucidate the scenarios examined.

The perspective of autoethnography views the researcher as an objective observer, capable of excluding personal biases. Autoethnography defines knowledge as something that could be directly linked to an observable reality. It resembled the positivist method, which held that the approaches used in natural sciences could and should be applied to the social world. The primary aim was to produce instrumental knowledge that described reality as it existed, rather than exploring how it might change (Deitering, 2017).

My observations of PPPs provided valuable insights that I used as data to understand how leadership encourages PPPs in R&D. Through observing and personally analyzing different scenarios and situations, I was able to gain a qualitative understanding of the dynamics within PPPs.

In this part of the thesis, I provided data from my role as a researcher in this study and the two PPPs that I was a part of. Data collected and analysis of these data were conducted in this section as this study followed an autoethnographic approach. The following information were the data collected from lived experiences and naturally occurring data. Discussion of the results was done in the next section.

Data Collection

Since the study followed an autoethnographic approach, my observations, experiences, together with naturally occurring data were the main source of data. Data collected were analyzed through lived experiences and were then used to answer the research questions.

Role of the Researcher in the Study

With my 10 years of experience in the research and development (R&D) industry (two years in the public sector and the eight years in the private sector), I approached this study from the view of a private sector employee. My professional career had primarily focused on product innovation and to which I held a senior leadership role in a private

company open to collaborations with the public sector. These partnerships were often initiated to co-develop solutions and accelerate product commercialization.

During these collaborations, I served as the point person between our company and the partner public sector. My role involved leading the project on our company's side, identifying the specific product needs, proposing technological solutions, and simultaneously positioning our offerings for potential uptake. Ultimately, most PPPs that took place were a success, providing both sectors with their gains with it.

This made me question the reason why PPPs are not a top-of-mind option as a strategy in R&D projects to expedite development and provide innovative solutions. This study aims to understand this question. This research seeks to provide insights to better understand the leadership and innovation dynamics in PPPs in R&D settings.

PPP #1 Data

We met with a public sector R&D organization with the objective of understanding the needs of farmers and providing products that fit their requirements, which would eventually address their challenges in processing and production.

I called their agency, and the person who answered immediately told me to write a letter stating my purpose and to email it to their department head. Apparently, this is part of their protocol for documenting activities. I promptly wrote the letter and sent it to their department head.

A few days later, I received a reply stating that they were interested in collaborating and wanted to discuss it further. We have scheduled a meeting where we discussed both of our targets for the project

Figure 2. Letter written to the public sector (blurred out)

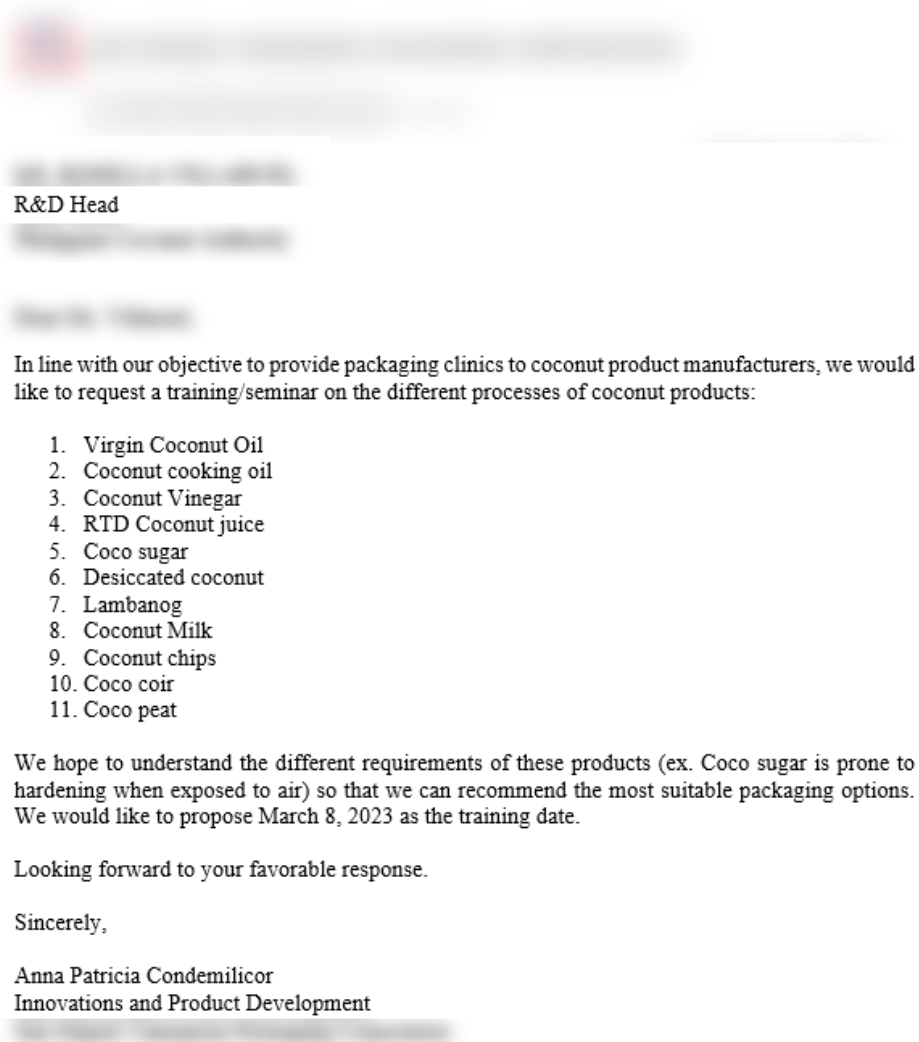


Figure 3. Snippet of the presentation material discussed during the initial meeting

OUR OBJECTIVES

-To guide our customers/partners in choosing the right packaging for their products through:

- Hosting packaging clinics
- Introducing new packaging options
- Offer our services
- Aligning and collaborating with government sectors and associations

-To improve the current packaging of our customers/partners to improve shelf life, be export-ready and to achieve premium look.

They mentioned that before we could officially start, we would first need a Memorandum of Understanding (MOU), which would go through both of our legal teams.

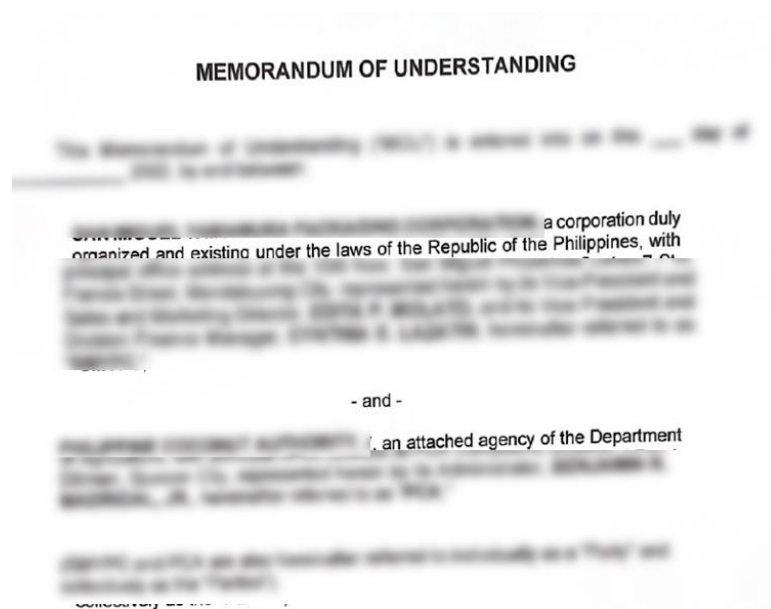
They also said their legal team usually takes time to process such documents and requested us to initiate the MOU. We agreed, as we wanted the project to begin as soon as possible. Since they mentioned the expected lead time for the MOU (noting that it would be reviewed back and forth by both legal teams before being routed for signing), we suggested starting the groundwork and research in parallel while the MOU was being processed.

Figure 4. Email snippet of agreement on MOU direction (blurred out)



They agreed, as they also believed in the benefits of the partnership and wanted to expedite the process. This project was agreed to be completed in a year.

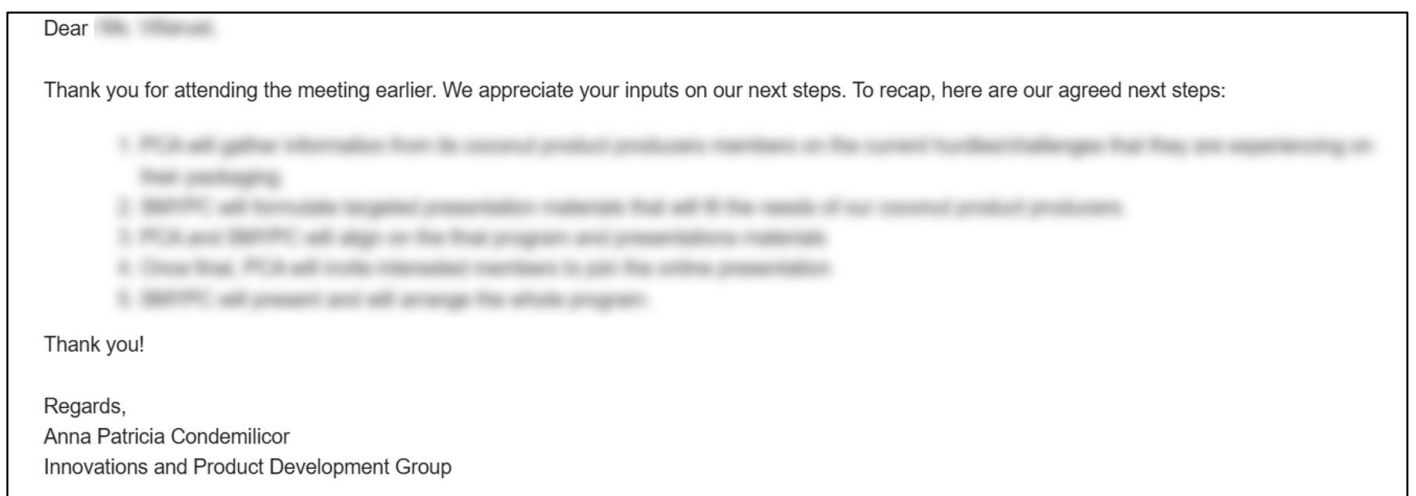
Figure 5. Scanned copy of the signed MOU (blurred out)



From the beginning of the collaboration, both teams were fully present during meetings. What we appreciated most was that their department head consistently

attended and gave her team immediate instructions. From my observation, this helped speed up the approval process for proposed steps and strategies. Her presence made me feel valued and confident in the project, knowing that she prioritized and supported our efforts.

Figure 6. Email snippet of meeting summary of next steps (blurred out)



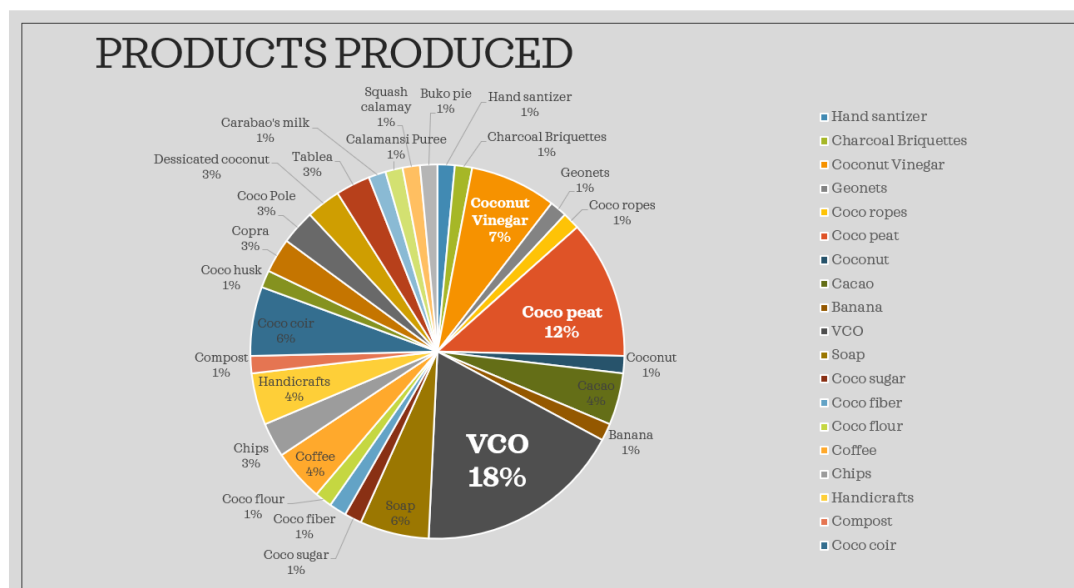
Because of these frequent meetings, we were able to share ideas that led to a more innovative approach to the project. Our proposed steps served as a foundational outline that was continuously refined through the team's diverse inputs. These improvements helped accelerate project completion and reduce overall financial costs.

Figure 7. Sample questions during brainstorming meetings



I also noticed that staff members were assigned to lead specific aspects of the project based on their expertise. For instance, if we discussed conducting surveys, a designated person would handle it (see Figure 4.7).

Figure 8. Analyzed data from surveys



If we planned to conduct trials or experiments, another staff member would lead that task. This greatly helped to fast track the progress of development.

On our side (the private sector), however, I initially handled everything and delegated responsibilities once we had agreed on specific steps. Although our setups differed, both contributed to the efficiency of the process. Having multiple point persons on the public sector side allowed simultaneous progress on several fronts. Meanwhile, having a single point person from the private sector streamlined communication.

As the project progressed, both sides proposed ideas for how to approach different aspects of the work. Our meetings often felt like productive brainstorming sessions, with everyone open to each other's input. I expressed appreciation whenever they shared ideas we hadn't considered, and they also acknowledged our contributions.

There was one instance where the department head ordered food during a long meeting. That gesture made me feel comfortable working with them and, again, valued.

Over time, our collaboration transitioned from highly formal emails and meetings to a more relaxed mode of communication, with text messages and phone calls becoming more frequent. Despite the more casual tone, formal structures remained in place for decision-making and approvals. For example, although the department head from the public sector delegated specific responsibilities to her team members, all strategies still required her review and approval. This was different from our setup, where our department head had granted me full decision-making authority.

However, since she was consistently present and actively engaged in the project, this was never an issue. Her team received immediate feedback, which helped us stay on schedule.

Figure 9. Article from the public sector showcasing seminar conducted by the private sector (blurred out)



Even after the project concluded, we kept in touch, including being invited to speak at their technical events and supporting each other in future initiatives.

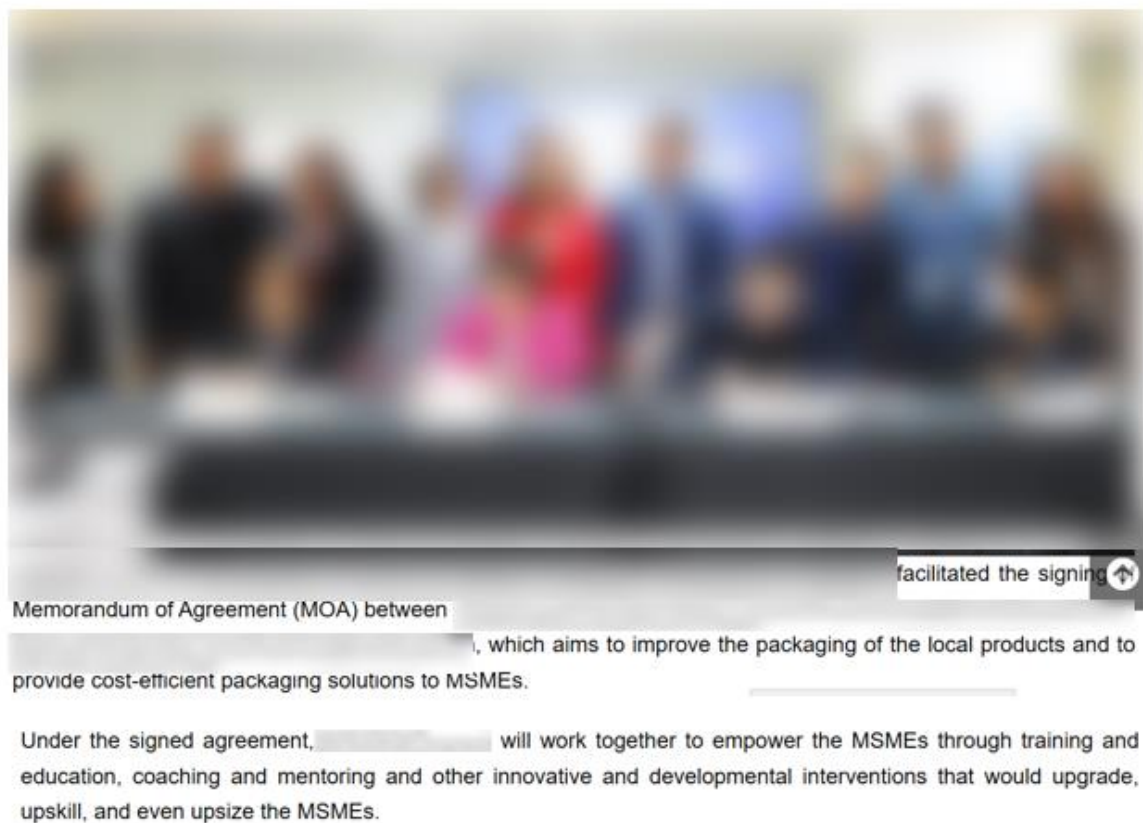
PPP #2 Data

As a project leader from the private sector, I spearheaded a team that formed a strategic partnership with the public sector in the Trade and Industry, aimed at improving the products of Micro, Small, and Medium Enterprises (MSMEs) to make their products ready for export. Recognizing the potential of these MSMEs to contribute to the country's economy, we approached the Trade and Industry sector with a proposal to collaborate on this initiative, ensuring that the MSMEs' products met international standards and were competitive in global markets. The scenario showed that the public sector responded favorably. They agreed to our proposal to which they took first steps in an effort to formalize the partnership through the drafting of a Memorandum of Agreement (MOA). This MOA was then immediately signed by the department heads of concerned parties.

Once the MOA was signed, both sides worked together to create a detailed roadmap for the project. Collaborative brainstorming sessions allowed us to align our goals, resources, and timelines, ensuring that we had a clear and actionable plan in place. It was critical that both the private and public sector teams were involved at every stage of this process, as it ensured that the direction of the project was aligned and both parties were on the same page. The roadmap reflected the joint effort in outlining the necessary steps and the responsibilities to make MSMEs' products export-ready. Creating the roadmap was surprisingly easy due to the time and effort given by both public and private

sector. It was important that everybody voiced their opinions during the meetings so that the next steps would be more cohesive.

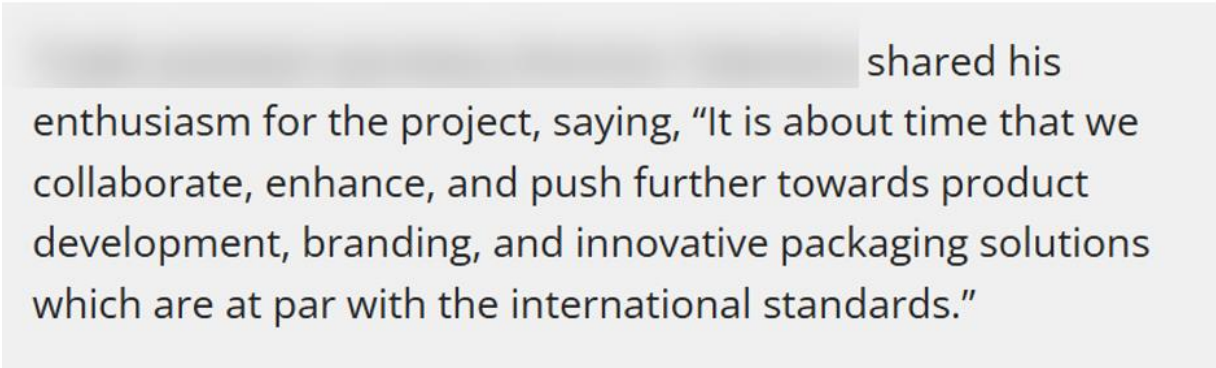
Figure 10. Published article of the MOA signing of Public and Private Sectors (blurred out)



Throughout the course of the project, one of the most important things that contributed to its success was the active involvement of leaders from both the private and public sectors. Having senior leaders from both parties engaged at every step allows quick decision-making, seamless communication, and a shared sense of ownership. For example, if the public sector's leader was not available to attend the face-to-face meeting,

he made sure that he would attend virtually or just listen to the meeting via phone call. On our side, I also made sure that I will be available to attend our meetings such as planning the meeting schedule way ahead. The project's leaders ensured that any potential roadblocks were swiftly addressed and that the direction of the project remained on track.

Figure 11. Excerpt from an article showing the public sector's appreciation of the partnership (blurred out)

The image shows a text excerpt on a light gray background. The first part of the text is blurred, with only the words "shared his" being legible. The rest of the text is clear and reads: "enthusiasm for the project, saying, 'It is about time that we collaborate, enhance, and push further towards product development, branding, and innovative packaging solutions which are at par with the international standards.'"

Regular alignment meetings were held, during which leaders communicated openly, discussed progress, and offered solutions to challenges. This transparency and accountability helped build a culture of trust between both sectors, fostering collaboration and making the process more efficient.

Given that the project was nationwide, the leadership from the public sector played a key role in streamlining the implementation. To ensure the project was rolled out effectively across various regions, the public sector leader took the initiative to assign specific deliverables per region, accelerating the process and helping us meet deadlines.

We (private sector) supported this by also assigning different groups to research each region's needs and requirements, to ensure that we can provide their exact needs and address their pain points. This region-specific approach allowed focused support and ensured that the MSMEs in different areas received the attention and resources they needed to succeed. By decentralizing responsibilities, the public sector leader empowered regional teams, which contributed to a smoother and faster implementation process.

Figure 12. Snippet of email to public sector on connecting with regional point persons (blurred out)

Request for Data ➤



Thank you for your immediate response.

We will connect with the following regional point persons for the following:

1. Current products produced
2. Number of survey participants
3. Technology application

Thank you, again!

Regards,
Anna Patricia Condemilicor



The success of this partnership can be attributed to several leadership practices that were pivotal throughout the project. First, collaborative leadership, where both parties contributed their expertise, helped maintain a unified approach to the project. Second, open and transparent communication ensured that all stakeholders were always on the same page, which minimized misunderstandings and missteps. Lastly, empowering teams at both the national and regional levels fostered ownership and accountability, which ultimately fast-tracked the success of the project. By embracing these leadership principles, both the public and private sectors were able to work together effectively, achieving shared goals and positively impacting the MSME sector. By also having good working relationships within the PPP, it resulted in a long-term collaboration to which more projects were implemented.

Data Analysis

According to Earchy & Cronin (2008), narrative analysis can help understand both the explicit details (such as what occurred, who was involved, and how various individuals responded) and the deeper, hidden elements (such as the motives or intentions of the participants, what certain elements may symbolize for the narrator or others, and the significance and meaning of the story for the narrator).

To facilitate the analysis, I came up with these analytical tables:

Table 4.1

Analytical Table 1 – PPP#1 Leadership practices and Underlying perspectives

Data Source	Excerpt and Autoethnographic Data	Code	Leadership practices	Underlying Perspectives
Email from Private sector lead to Public sector lead on recap of next steps (April 2022)	Excerpt: Thank you for attending the meeting earlier. We appreciate your input on our next steps. Autoethnographic data: “What we appreciated most was that their department head consistently attended and gave her team immediate instructions. Her (public sector leader) presence made me feel valued and confident in the project, knowing that she prioritized and supported our efforts.”	• Consistent attendance • Top level participation • Valuing the partnership • Trust and confidence are built	Visible and committed leadership	Trust is fostered through consistent and visible support
Email from Private sector lead to Public sector lead on the agreement to proceed with discussions in parallel with MOU drafting. (February 2022)	Excerpt: We will draft the MOU first and will send it to you for review. As discussed, we will send a meeting invite to discuss initial steps. Autoethnographic data: “We suggested starting the groundwork and research in parallel while the MOU was being processed. They agreed, as they also believed in the benefits of the partnership and	• Expediting bureaucratic processes • Flexibility in Formal Processes • Project progress acceleration	Agile and Proactive Facilitation	Progress is accelerated through agile and proactive solutions.

	wanted to expedite the process.”			
Analyzed data survey from Public sector team – assigned based on expertise (September 2023)	Excerpt: Survey data for products (See Fig 4.7) Autoethnographic data: “I also noticed that staff members were assigned to lead specific aspects of the project based on their expertise. For instance, if we discussed conducting surveys, a designated person would handle it. If we planned to conduct trials or experiments, another staff member would lead that task. This greatly helped to fast track the progress of the development.”	• Expertise-Based Delegation • Clear delineation of roles • Project progress acceleration	Strategic task assignment	Maximizing individual strengths increases efficiency
Snippet of presentation material during brainstorming session (September 2023)	Excerpt: What are the important considerations in choosing the right packaging for your products? Autoethnographic data: “Because of these frequent meetings, we were able to share ideas that led to a more innovative approach to the project. Our proposed	• Increasing frequency of meetings • Innovative approach • Diversifying solutions • Project progress acceleration	Collaborative leadership	Strategic collaboration optimizes resources and outcomes

	steps served as a foundational outline that was continuously refined through the team's diverse inputs. These improvements helped accelerate project completion and reduce overall financial costs"	• Financial costs reduced		
Public Article showcasing the partnership by supporting public sector's event (February 2023)	Excerpt: The seminar tackled two topics discussed by resource persons Ms. Anna Patricia Condemilicor Autoethnographic data: "Even after the project concluded, we kept in touch, including being invited to speak at their technical events and supporting each other in future initiatives."	• Supporting initiatives • Maintaining the partnership • Long term collaboration	Network building	Strong relationships ensure continuity and future collaboration

Table 4.2

Analytical Table 2 – PPP#2 Leadership practices and Underlying perspectives

Data Source	Autoethnographic Data	Code	Leadership Practices	Underlying Perspectives
Public Article detailing the direction of the public sector leader to support	Excerpt: "It is about time that we collaborate, enhance, and push further towards product development,	• Leadership Engagement • Joint Decision-Making	Cross-sector management and commitment	Shared ownership ensures alignment and accountability

the PPP initiatives (February 2023)	branding, and innovative packaging solutions which are at par with the international standards.” Autoethnographic data: “Having senior leaders from both parties engaged at every step allows quick decision-making, seamless communication, and a shared sense of ownership.”	• Seamless Communication • Shared Ownership and Goal Alignment		
Public Article showing the formal signing of MOA between the 2 sectors (February 2023)	Excerpt: “Under the signed agreement, will work together to empower the MSMEs through training and education, coaching and mentoring and other innovative and developmental interventions that would upgrade, upskill, and even upsize the MSMEs.” Autoethnographic data: “Taking the first steps toward formalizing the partnership by drafting a Memorandum of Agreement (MOA),	• Top-Level Commitment • Management Support • Quick Agreement Execution	Agile leadership	Agile strategies accelerate progress

	which was signed immediately by department heads from both parties.”			
Email from the private sector lead to the public sector lead on connecting with their regional point persons. (June 2023)	Excerpt: Thank you for your immediate response. We will connect with the following regional point persons for the following	• Proactive Leadership • Strategic Delegation • Process Acceleration	Strategic task delegation	Clear and strategic task delegation accelerates implementation
	Autoethnographic data: “The public sector leader took the initiative to assign specific deliverables per region, accelerating the process.”			

Table 4.3

Summary of Leadership Practices and the Underlying Perspectives in the Identified PPPs

Data Source	Autoethnographic Data	Leadership practices	Underlying Perspective
PPP#1 – Email from Private sector lead to Public sector lead on recap of next steps (April 2022)	Excerpt: Thank you for attending the meeting earlier. We appreciate your inputs on our next steps. Autoethnographic data: “What we appreciated most was that their department head consistently attended	Leading with Visible Commitment	Shared ownership and consistent visible support as foundations for alignment, accountability, and trust building

	and gave her team immediate instructions. Her (public sector leader) presence made me feel valued and confident in the project, knowing that she prioritized and supported our efforts.”		
PPP#2 – Public Article detailing the direction of the public sector leader to support the PPP initiatives (February 2023)	Excerpt: “It is about time that we collaborate, enhance, and push further towards product development, branding, and innovative packaging solutions which are at par with the international standards.” Autoethnographic data: “Having senior leaders from both parties engaged at every step allows quick decision-making, seamless communication, and a shared sense of ownership.”		
PPP#1 – Email from Private sector lead to Public sector lead on the agreement to proceed with discussions in parallel with MOU drafting. (February 2022)	Excerpt: We will draft the MOU first and will send it to you for review. As discussed, we will send a meeting invite to discuss initial steps. Autoethnographic data: “We suggested starting the groundwork and research in parallel while the MOU was being processed. They agreed, as they also believed in	Facilitating with Agility and Proactivity	Agile and proactive strategies accelerate progress

	the benefits of the partnership and wanted to expedite the process.”		
PPP#2 – Public Article showing the formal signing of MOA between the 2 sectors (February 2023)	Excerpt: “Under the signed agreement, will work together to empower the MSMEs through training and education, coaching and mentoring and other innovative and developmental interventions that would upgrade, upskill, and even upsize the MSMEs.” Autoethnographic data: “Taking the first steps toward formalizing the partnership by drafting a Memorandum of Agreement (MOA), which was signed immediately by department heads from both parties.”		
PPP#1 – Analyzed data survey from Public sector team – assigned based on expertise (September 2023)	Excerpt: Survey data for products (See Fig 4.7) Autoethnographic data: “I also noticed that staff members were assigned to lead specific aspects of the project based on their expertise. For instance, if we discussed conducting surveys, a designated person would handle it. If we planned to conduct trials or experiments, another	Delegating tasks strategically	Advancing on individual strengths increases efficiency and accelerates implementation

	staff member would lead that task. This greatly helped to fast track the progress of the development.”		
PPP#2 - Email from the private sector lead to the public sector lead on connecting with their regional point persons. (June 2023)	Excerpt: Thank you for your immediate response. We will connect with the following regional point persons for the following Autoethnographic data: “The public sector leader took the initiative to assign specific deliverables per region, accelerating the process.”		
PPP#1 - Snippet of presentation material during brainstorming session (September 2023)	Excerpt: What are the important considerations in choosing the right packaging for your products? Autoethnographic data: “Because of these frequent meetings, we were able to share ideas that led to a more innovative approach to the project. Our proposed steps served as a foundational outline that was continuously refined through the team’s diverse inputs. These improvements helped accelerate project	Leading collaboratively	Strategic collaboration optimizes resources and outcomes

	completion and reduce overall financial costs”		
PPP#1	Excerpt:		
Public Article showcasing the partnership by supporting public sector’s event (February 2023)	The seminar tackled two topics discussed by resource persons Ms. Anna Patricia Condemilicor Autoethnographic data: “Even after the project concluded, we kept in touch, including being invited to speak at their technical events and supporting each other in future initiatives.”	Building network	Strong relationships ensure continuity and future collaboration

CHAPTER V

RESULTS AND DISCUSSION

Leadership Practices (RQ1)

Leading with Visible Commitment

The active participation and visibility of leaders in the Public-Private Partnership (PPP) significantly contributed to encouraging collaboration in Research and Development (R&D). As shown in Figure 6, an email snippet from the public sector emphasized that the presence of top-level managers in meetings played a crucial role in generating new ideas. This behavior reflected my observed leadership practice, consistently demonstrated through frequent alignment meetings. Figure 3 further illustrated that one of our key objectives was to frequently align and collaborate, a goal that we communicated clearly during our initial meeting. From the onset, it was clear that participation wasn't optional; it was a design feature of the project that allowed us to clarify issues and resolve concerns more quickly. As a leader in our organization, by consistently attending these alignment meetings, I helped establish a replicable practice that fostered a culture of active engagement within the team. Having the public sector leader also be present in the activities made me feel that my efforts were reciprocated. By simply being present, it was a way to show commitment since we were taking time off our schedules just to visibly participate.

Moreover, Figure 11 captured a public statement made by the public sector leader, expressing support for collaboration with the private sector in delivering innovative solutions. This statement triggered a shared sense of ownership across the teams, which further strengthened our collective commitment to the project's success. It also validated the partnership, motivating everyone to treat the initiative as a unified goal rather than a transactional engagement.

The presence of both public and private sector leaders, myself included as the private sector project lead, throughout the project activities helped us accelerate progress. Our ability to make decisions quickly and resolve issues without delay allowed the project to move forward more efficiently. As illustrated again in Figure 6, communicating the next steps to the public sector leader helped create a sense of accountability, ensuring that tasks were executed as planned. In a usual course of action, staff or team members report to the project leaders or managers for updates, gather their inputs and create and strategize on the next steps. In this scenario, since both leaders were already present, we can already decide and align at that specific time.

As noted in the research by Oke et al. (2009), the presence of leadership fosters an environment conducive to innovation. I saw this firsthand that our leadership participation and guidance were instrumental in driving both the short-term milestones and the long-term direction of the project. Through our experience and knowledge, we were able to provide clarity and insight that shaped the project's path forward. Team members were able to pick our brains during alignment meetings and even brainstorming sessions.

According to Gedikli (2009), if both private and public sector leaders participate in the planning stage of the project, it creates a space or opportunity to share concerns and ideas. I appreciated these kinds of opportunities as it made a space to gather all information that will then be agreed upon and aligned. This type of collaborative planning resulted in an integrated strategy that helped us avoid changes of direction in the middle of the project which accelerated project progress.

Agile and Productive Approach

Agile and proactive strategies proved to be important aspects that enabled our PPP to quickly and effectively respond to formal challenges. Through these strategies, we were able to ensure that we stayed on track of the project even though we were faced with complex challenges. This was specifically observed when faced with bureaucratic delays. By employing strategic leadership practices, we were able to effectively manage and navigate these bureaucratic challenges, but without bypassing essential processes. I learned that these formal processes can be accelerated as long as both parties agree and find ways and strategies to prevent delays.

In Figure 4, the decision to initiate groundwork activities while the MOU was still being processed showed this leadership practice. Instead of waiting for these MOUs or contracts to be finalized, as a team, we identified tasks that didn't require immediate formal approval such as conducting initial meetings. Taking this into consideration, we prepared the project outline and planned the initial steps. These actions enabled us to use our time efficiently which propelled us to achieve our targets based on the approved timeline. It also provided an opportunity for the group to initially align our strategies and

plans of action. Our proactive strategies allowed us to stay on track of the project and prevent potential delays in implementation. As a caveat, it is important to note that this leadership practice only applies when both leaders from the public and private sectors are open to adopting such a strategy. PPPs are collaborations between two culturally distinct organizations. Both differs with its formal organizational practices. Thus, it is essential that both sectors harmonize and align to ascertain that miscommunications and misunderstandings will be prevented.

This style of leadership can be attributed to the concept of service innovation. Hammed (2001) stated that service innovation is the development of new ways to create value by enhancing existing procedural matters. Taking off from my personal experiences with PPPs in R&D, our ability to successfully manage and accelerate bureaucratic procedures can be considered as in innovative approach that aims to improve current formal structures. This results in a faster delivery of project outputs. We were able to complete the tasks prior to the deadline by being flexing, and through finding alternatives to shorten the bureaucratic processes. With this approach, we were able to allocate our time more efficiently. This resulted to improved project outcomes, and an increased ability to change and adapt.

Eventually, this proactive leadership strategy became a standard practice within the PPP. When a potential challenge was raised or identified, our group were able to respond with an open and critical thought. This strategy of being attentive and proactive enabled us to evade experiencing administrative delays which could restrict our progress.

Figure 11 showed that public sector leaders were quick to provide immediate responses as regards inquires. Their commitment in answering clarifications and

directions provided for seamless communication between both sectors. As a result, the project was kept on track. By consistently aligning strategies and actions, this dynamic system of leadership contributed to a more agile, responsive, and innovative approach to project management. Again, this also enabled us to be more flexible since we were able to communicate proactively.

The examination as regards the interaction between agile leadership and bureaucracy provides an indicator as to how strategic leaders intervene in stopping formal processes from delaying projects. Our ability to balance project objectives vis-à-vis bureaucratic requirements created an environment where stakeholders from the public and private sector could constantly innovate and adapt to continuously enhance the current procedures. This approach led to more flexible project management, and ensured that the project advanced taking into account the needs of both sectors.

Strategic Delegation of Tasks

Based from my observation, effective delegation of task, as a leadership practice, is critical in the fostering of PPPs in R&D. From the onset, roles of the teams were already clearly defined. This is complemented with the effective delegation of task and distribution of responsibilities across the team. Moreover, we also ensured that each member had the opportunity to leverage their strengths and expertise based on the task at hand. This proved useful to enhance the implementation and execution of project strategies and tasks. Through this approach, team members were able to take ownership of their specific tasks and responsibilities. Moreover, this strategy also empowered them to generate their own strategies that are creative and innovative. As a result of delegating tasks

strategically, a sense of responsibility and accountability was employed to the team members. It helped motivate individuals to think outside the box and push boundaries within their respective tasks. Since tasks were assigned based on their expertise, they were also the ones to effectively generate ideas and strategies that could work, this is because they have already mastered their specific crafts.

In Figure 8, the public sector leader made sure that data from surveys and field activities were handled by designated public sector staff with the relevant expertise. This clear delineation of responsibilities allowed different components of the project to progress simultaneously. This resulted to increase in efficiency, especially when handling different complex tasks driven by R&D collaborations. By having the right people manage the right tasks, we were able to streamline processes, reduce delays, and ensure that no part of the project was not moving or making progress. On the private sector side, responsibilities were initially centralized. However, as the project evolved, I observed a shift in our approach. Seeing the success of delegation in the public sector, we began decentralizing tasks and empowering our team members by providing them with autonomy. This shift not only mirrored the practices we were implementing but also led to better collaboration and faster decision-making within their teams.

As elucidated in Figure 12, the public sector's delegation at the national level was deemed a success. We institutionalized decentralized structure by providing regional staff specific list of deliverables of particular activities to which they have to assume responsibility. Geographically specific initiatives were the immediate output of this strategy. Faster rollouts were observed as each team was provided with freedom of discretion to alter implementation procedures based on their particular needs. As the

regional teams were given freedom to determine its appropriate course of action, a feeling of pride and dedication was fostered among themselves.

A publication made by Buyukgoze et al. (2024) claimed that distributed leadership creates an atmosphere wherein individuals of an organization work together interactively by pooling their expertise. I witnessed firsthand that an improved autonomy and decision-making at all levels were made possible by decentralized leadership paradigm. We were able to foster improved cooperation and involvement by providing the members of each team an opportunity to demonstrate leadership traits across all levels. As a result, an atmosphere that was favorable to innovation thrived. Inputs by each member gave rise to a variety of viewpoints that produced more unique solutions, and better outputs.

Distributed leadership style is characterized by the nuance that collaboration and innovation go hand in hand. We were able to establish an environment wherein creativity thrived by allowing leaders and team members to share responsibilities. This proved to be applicable even with the existence of difficult project dynamics.

Collaborative Leadership

A leadership practice that I frequently observed was our commitment to collaboration. Collaborative leadership allowed us to proceed with haste, and develop more creative ideas as both public and private partners felt equally responsible for the project's success. As collaborations were made, and responsibilities were shared, we were able to establish a sense of shared ownership within the PPP. By building a sense of shared responsibility, we made sure everyone was committed to offering their best ideas, skills, and resources, which sped up the creation and rollout of new solutions. This

shared ownership kept both sides engaged and encouraged joint decision-making. As we were from different sectors, collaboration also allowed us to combine the strengths of each group, which led to more creative and innovative solutions throughout the project.

As shown in Figure 7, brainstorming sessions became a practice of how we worked together that helped us generate ideas from both the public and private sectors. These sessions led to the co-creation of better project strategies that combined the perspectives and experiences of both sides. The conversations were always light and welcoming to all ideas to be openly shared and discussed. This open exchange created a space where ideas could be carefully examined, improved, and put into action more effectively.

Beyond just generating ideas, these sessions also kept both sectors aligned, making sure we were working toward the same goals and staying on the same track throughout the project. In Ludden (2016), PPP's effective collaboration is dependent on shared leadership that is characterized by clear and aligned goals. These characterizations are key to driving innovative solutions. In the PPPs that I have been a part of, I observed that effective collaboration made teamwork seamless which allowed everyone to work more efficiently. Shared responsibility among individuals is essential to the project's success. We were able to tackle challenges in a short period of time, and we were able to adapt to the changing dynamics of the situation. As a result, we were able to keep the project progressing without any major setbacks.

This focus on collaboration became a central part of our leadership approach. It helped us combine the unique strengths of both the public and private sectors, using their different expertise and experiences to solve complex problems. With this, we not only helped the project to advance and progress, but it also allowed us to build stronger

relationships, creating an environment where both sides could innovate and make meaningful contributions to long-term success. The shared commitment and collaborative mindset we developed were key to achieving the project's goals and made working within the PPP more exciting.

Building Network

Building relationships that went beyond the project's identified goals was also an important practice that kept collaboration strong and encouraged innovation within our PPPs. By focusing on long-term partnerships, we created an environment where we can still support each sector's initiatives even after the project officially ended. Being partners was not just about finishing a task or project; it was about fostering connections that could lead to future opportunities. I observed that by maintaining these relationships, it helped in proposing future collaborations and keep innovative initiatives going even beyond the agreed PPP scope.

As shown in Figure 9, I was invited to speak at public sector events. I believe that wasn't just a formality but a reflection of our commitment to supporting their programs and strengthening our long-term connection. By accepting these kinds of invitations, we were able to build stronger trust and rapport. Our partnership was built not only on the project's target outcomes but also on the strong working relationships we formed. By continuing to engage in their initiatives, we showed that we saw our work together as the start of a long-term partnership.

According to Oke et al. (2009), working relationships extending beyond a project's completion create a foundation of trust that enables continued innovation and collaboration. This was clear and observed in my experience with these PPPs. Our strong relationships motivated team members to keep generating creative ideas and gave them confidence that their contributions would be valued in future projects. Knowing our work would have lasting recognition inspired even greater dedication and more inventive solutions.

Based on my observation, relationship-building wasn't just a usual strategy, it was a leadership practice that created a big impact in how we do PPPs. By prioritizing long-term partnerships, we increased the chances of future collaborations which will pave the way to continuous innovation. The trust and mutual respect we built ensured that, even after the project ended, we could keep exchanging ideas, solving problems together, and continuing to work with each other.

Underlying Perspectives (RQ2)

Support of visible leadership for trust building, alignment and accountability

Leaders who were consistently present in meetings and decision-making played a critical part in building trust and commitment within the project and the PPP. As shown in Figures 6 and 11, I observed that when leaders are present and participate to provide

strategic decisions, it showed their dedication and reassured teams that their work was valued. Their visible involvement motivated everyone to stay focused and inspired, while also encouraging creative thinking, since team members knew their ideas were heard and valued.

In PPPs, having leaders actively participate was a clear sign of their commitment. It showed that they were willing to take time from their busy schedules to guide the project's progress. This made leaders more approachable and encouraged team members to seek their input, knowing their advice mattered. Their presence also created a space where decisions and directions were given quickly while also enabling team members to explain their ideas and even ask questions.

Top-level participation also fostered trust and confidence. Shown in Figure 4.5 is the excerpt: "We appreciate your inputs on our next steps" where I showed my appreciation to the public sector leader for the ideas shared in the meeting. By simply doing this, it sent a strong message that contributions were important in shaping the project. This not only boosted morale but also reassured us that the project was being managed attentively and with full commitment. This was important since this meant that if we got the commitment of the leader, we also got the commitment of the whole team. Leaders are the ones who steer the wheel in an organization, this is why it was important that they were present.

According to Macmillan (2010), leaders who act as knowledge builders help create trust by guiding teams and offering ongoing support. In our PPPs, active engagement from both public and private leaders served as a powerful motivator. It helped integrate ideas and strategies between the two sectors, which can often be a challenge. Active

involvement from each sector signaled that all those involved are equally determined to achieve success for the project.

Leaders who offer prompt feedback and clear direction set the project toward success. They make the team motivated, focused, and aligned as the latter is provided with clear guidance. Our cooperation strengthened the sectoral partnership, and enhanced decision making. In a single organization, decisions and directions were typically made by a single leader. On the other hand, PPPs decision generally is an offshoot of collaboration between the leaders of each sector. As both the interests of both sectors were well-represented, mutual trust to attain the shared objective was forged. In Gedikli (2009), it was discussed that building trust is indispensable for fostering collaboration, and attaining efficiency. In our case, it was also crucial for attaining the project's outputs within the approved timeline.

The function of leaders in PPP is not merely to facilitate meetings. Their function is highlighted when they actively participate in these meetings. Participation refers to the brainstorming sessions where leaders proactively provide their ideas, insights, and directions. Because of this, the PPP was strengthened by fostering trust and commitment within the team.

Strategies that are agile and proactive for progress acceleration

When both leaders and the team believed in the project's potential to create real impact and drive change, bureaucratic processes rarely became a barrier or source of delay. We understood that the project's value wasn't just in delivering outputs, but we

also believed in the positive change it could bring to both of us, the private sector and the public sector. That's why, whether it meant starting work while the MOU was still being finalized as seen in Figure 4 or fast-tracking the signing of MOAs as observed in Figure 10, we acted with a shared sense of urgency. This reflected a key leadership insight: formal processes didn't have to stall progress. They could be fast-tracked or run in parallel with project development, as long as they weren't ignored or bypassed, because these formal processes were meant to protect both parties, especially given our different organizational structures and protocols.

One practice that helped us to navigate bureaucratic processes was our clear and upfront communication. From the start, we were transparent about our goals, and equally clear about what we were and weren't willing to do. This openness kept both sectors aligned, built trust, and strengthened commitment. Just as important was choosing the right partner: one who shared our vision, passion, and drive. When both sides were equally invested in the project's purpose, the PPP became more open to formulating and practicing agile and proactive strategies.

As strategic leaders, we continuously looked for ways to streamline processes to make the project more effective and efficient. We didn't treat procedures as rigid constraints, instead, we stayed open to change and sought opportunities to improve them. If a protocol didn't serve the project's goals, we worked together to adjust it. Every adjustment was communicated clearly and agreed upon to prevent misunderstandings. It was important that every strategy being implemented was communicated properly within the PPP to ensure that we don't break the trust that was built. As discussed, PPPs are a collaboration of two different sectors with different cultures and procedures. To integrate

them, it is critical that the PPP is always aligned, and strategies are well agreed upon before implementation.

According to Joiner & Josephs (2006), agile leadership is key to building agile organizations. In PPPs discussed, agility means anticipating, accepting, and adapting to change.

We were able to develop strategies, even in the presence of unforeseeable challenges, to prevent potential delays in the project implementation. In complex PPPs in R&D, this agility was essential due to the fact that it allowed both sectors to align their approaches as the project moves forward. Our flexible mindset ensured that the project could respond to change quickly without compromising progress nor stifling innovation. This mindset proved useful as it allowed us to think more creatively as regards our processes. During the conduct of these PPPs, when we review our timings, we always checked the processes on what may be fast tracked and what needs to be done immediately to avoid potential delays driven by external aspects. Consequently, the traits of being agile and proactive became a natural habit within the PPP. Virtually, everyone included in the partnership was encouraged to share their ideas as to improve the current processes. With this, being agile and proactive became a leadership practice within the PPP.

Strengths maximization for increase in efficiency

Assigning tasks to each sector based on their strengths was a key strategy that helped to speed up project development. By allowing both the public and private sectors

to work in parallel within their own areas of expertise, we made the most of each partner's capabilities. While PPPs require collaboration between two entities with different systems, workflows, business strategies, experience and expertise, these were not considered as obstacles, but advantages. Matching tasks to strengths or expertise of team members helped to improve efficiency, prevent overlapping work, and kept the project on track, while also fostering a smoother and more productive working relationship.

This approach was evident in Figures 8 and 12, which showed how people perform best when they operate in their areas of expertise. Both sectors trusted their teams to take ownership and deliver results. This trust reflected my understanding that professional autonomy boosts efficiency. Instead of centralizing control, we allowed teams to lead their own workstreams. This autonomy not only accelerated strategy implementation but also encouraged initiative and accountability.

Giving teams and individuals the freedom to work within their expertise had the added benefit of empowering them. In research and development settings, where autonomy is highly valued, this sense of ownership greatly increased motivation, focus, and creativity. When people feel responsible for outcomes, they are more thoughtful in their planning and more committed to delivering quality results. This prevented delays caused by rushed or poorly designed strategies.

According to Bakker (2017), using individual strengths is linked to higher self-esteem, more positive emotions, greater energy, and lower stress over time. In our case, empowered team members contributed more creative ideas, which significantly enhanced the project's success. They were confident in experimenting with new

approaches because they knew they had the freedom to innovate and the ability to see their work through.

Since the team members were also considered knowledgeable or experienced in their specific roles, management was also limited to consultations of strategies and approvals. This allowed them to work on their own while also being guided by the leaders. Providing them with their autonomy also showed that trust was given to them by the leaders. Without micromanaging, team members were able to deliver results.

Clear task assignments also eliminated confusion. For researchers, in particular, having well-defined objectives and directions ensured their work stayed aligned with the project's overall goals. As leaders, it was our responsibility to communicate these responsibilities clearly, so each person understood how their role fit into the bigger picture. If assignments were not communicated properly, aside from confusion, mistakes might happen just because they did not understand the task completely. It is important that, as leaders, we ensure that delegation of tasks is clear and understood correctly by our team members. This clarity strengthened coordination, improved performance, and ultimately increased overall performance.

Strategic collaboration for resource and outcome optimization

Sharing the same goals through fostering team collaboration was also a major factor in speeding up task execution, as both the public and private sectors were equally invested and committed to the project's goals. This mutual commitment was reinforced by the active presence of leaders from both sides, which demonstrated a strong sense of

shared ownership. Their visible involvement strengthened accountability and motivated the team to perform at their best. As shown in the brainstorming sessions in Figure 4.6, when team members saw both sectors equally committed and aligned, it created a sense of integration of the two sectors. That integration boosted motivation, encouraged smoother collaboration, and reduced delays caused by miscommunication or competing priorities which then helped the project move forward efficiently.

In PPPs, it is essential that both sectors see the project as one shared goal, not as separate objectives for each sector. This perspective reinforces that collaboration is the best way to optimize resources and outcomes, with strategies built around combining the strengths and capabilities of the two sectors to achieve a common purpose. Through this, we optimized the use of human resources and processes. This also reflected the principle of shared leadership, being able to lead is not just for leadership positions, leadership also meant active participation and meaningful contribution. Leaders from both sectors empowered their teams by creating an environment where everyone's input was welcomed and valued, regardless of rank. Being able to create this kind of environment was important to gather ideas which would then be developed into solutions.

Effective management is attained by allocating financial and human resources as efficiently as possible (Stojkovski and Nenovski, 2024). In our instance, we applied the knowledge of both sectors, which enabled us to execute projects and optimize procedures at the same time. In addition to accelerating progress, this teamwork produced efficiencies that were essential to the project's accomplishments. By pooling our resources, skills, and knowledge, we were able to accomplish our goals more quickly and efficiently, proving the importance of shared leadership in handling challenging projects.

We were able to generate a variety of concepts that supported our planning and strategizing because of our distinct knowledge and abilities. This plan, in my observation, covered all aspects of the project. We all thought and saw things differently, which led to different approaches.

In the context of the complex environment surrounding PPP, collaborative leadership proved to be critical in deriving outcomes. Integration of different perspectives, fostering of joint decision-making, and promotion of shared accountability was shepherd through collaborative leadership. As PPPs are highly dependent on close cooperation between two seemingly sectors from the opposite spectrum, collaborative leadership is deemed essential as it allowed both schools of thought to be heard and respected. As a leader from the private sector, I observed that collaboration commence when both start to accept ideas from each other. A crucial element before an organization embarks on a PPP is that leaders and team members must be very open to effectively foster collaboration. In our case, both sectors were open and that is why we eliminated communication barriers, built mutual trust, and aligned our goals. The result was faster decision-making and more creative problem-solving, fueled by the combined expertise of both sectors.

Strong relationships for continuity and future collaboration

Beyond focusing only on immediate project results, I realized that one of the biggest success factors in PPPs is the quality of the relationships built during the collaboration. While PPPs are effective at speeding up timelines and optimizing

resources, their true long-term value often comes from the partnerships we created. As shown in Figure 4.8, when the public sector wanted to collaborate on a different opportunity outside of the goals of the currently discussed PPP, we agreed right away to support their activities. This demonstrated not just commitment to our current project, but a vision for long-term collaboration. This reflected an important truth: once strong relationships are established, they can build stronger and long-term collaborations that continue to deliver value long after the initial project ends.

According to Corzo (2015), partnerships built on mutual respect, open communication, and the absence of personal conflict form a strong foundation for future joint initiatives. In our case, the way we communicated, respected each other's expertise, and built trust set the stage for continued collaboration. I saw firsthand how these qualities transformed our work together from a one-time partnership into something more sustainable. These relationships weren't just transactional; they carried the intention of sparking future innovation and opportunities. The support that we gave to our public sector partner in their own organizational activities, beyond the scope of the project, also deepened the connection in ways that went beyond formal agreements and contracts.

The trust and respect developed during the project ensured that the partnership did not stop when the project was completed. Instead, they became the foundation for future collaborations, opening the door to more innovative and creative projects. In this way, the relationships we built did not just meet the goals of a single project; they created a platform for long-term collaboration and continued cooperation.

Framework for Leadership Practices in PPP in R&D (RQ3)

Figure 13

Proposed framework for R&D leadership in a PPP set-up

R&D Leadership in PPP				
Leading with Visible Commitment • Consistent attendance • Top level participation • Valuing the partnership • Leadership Engagement - Joint Decision-Making	Facilitating with Agility and Proactivity • Expediting bureaucratic processes • Flexibility in Formal Processes • Top-Level Commitment • Management Support	Delegating tasks strategically • Expertise-Based Delegation • Clear delineation of roles • Proactive Leadership - Strategic Delegation	Leading collaboratively • Increasing frequency of meetings • Innovative approach - Diversifying solutions	Building network • Supporting initiatives - Maintaining the partnership
Support of visible leadership for trust building, alignment and accountability	Strategies that are agile and proactive for progress acceleration	Strengths maximization for increase in efficiency	Strategic collaboration for resource and outcome optimizations	Strong relationship for continuity and future collaboration

Illustrated in Figure 13 is the proposed framework for R&D leadership in the PPP context. This framework highlighted the overall observations from the data that leadership was not solely about decision-making or providing direction for the team members to follow. Instead, leadership practices were more focused on cultivating a collaborative

environment that allowed the partnership to grow and create innovative solutions. I observed that effective leadership in PPPs, specifically in the R&D context, was not about asserting control but about enabling collaboration, fostering trust, and motivating all parties to contribute to the shared goals. By establishing this kind of environment, we were able to generate diverse ideas that led to creative strategies and solutions that helped that project to progress. As leaders involved in PPPs, it is our job to ensure that we maintain an environment within the partnership that could foster collaboration.

In order to build trust and dedication to the relationship, leaders' visibility, especially their active involvement from the public and private sectors, was essential. A sense of accountability was created and leaders' dedication to the project was shown when they were involved and visible. This encouraged the team to remain dedicated and focused while also reinforcing the project's significance. Being visible meant actively participating in PPP activities, such as contributing their own ideas during brainstorming sessions, in addition to attending all meetings. This visibility had an observable effect, such as accelerating strategy execution and making sure that the project proceeded without unnecessary delays; it was beyond being symbolic. This was ensured since leaders were always present and were always aligned with the progress of the project.

The application of agility and proactive strategies was another important strategy that I believed was necessary for navigating bureaucratic procedures, which usually result in PPP delays. In our experience, we were able to successfully apply agile practices and expedite procedures, which prevented delays and bureaucratic obstacles. Long reviews and approvals caused by bureaucratic procedures frequently result in delays; however, if we as leaders could identify chances to expedite or work on tasks simultaneously without

sacrificing essential formalities, it would create a more effective route to project completion. This proactive approach was critical for maintaining the passion and the drive of the team and ensuring that the project stayed on track, regardless of external or internal challenges.

The efficiency of project implementation was also enhanced by strategic task delegation, such as expertise-based delegation. We ensured that everyone was working within their capabilities by allocating tasks according to team members' background, enabling tasks to be finished effectively and simultaneously. Jobs were completed in parallel, which sped up progress and decreased waiting times between tasks. In addition to increasing output, this gave team members a sense of accountability and ownership since they were trusted to oversee their areas of expertise. As the team was given more autonomy and results were delivered ahead of schedule or according to a predetermined timeline while maintaining the quality of the results, I also observed an increase in motivation.

Another leadership strategy observed in the PPPs in the R&D context was collaborative leadership. We aligned objectives and created clear accountability for both sectors by promoting shared ownership of the project. This feeling of mutual accountability made it possible to maximize resource utilization and guaranteed that both sectors would continue to be totally committed to the project's success. The successful integration of two highly different sectors was made possible by the PPPs' efficient collaboration. Better results were produced in an environment of respect and cooperation when both sides were equally dedicated and responsible.

Finally, adopting a network-building mindset when leading the PPP proved to be important in these PPP in R&D settings. By encouraging interactions that were geared towards strengthening the partnership, we created an opportunity that facilitated continuous innovation. By making sure that we build good relationships with our partners, it helped establish long-term relationships that extended beyond the immediate scope of the project. The ability to cultivate lasting connections with both public and private sector partners contributed to sustained collaborations, which could continue to generate value well into the future.

Overall, these leadership techniques were essential for fostering rapport, trust, and collaboration. They established an environment that not only sped up project development but also set up conditions for long-term partnerships. The way the partnership operated was influenced by these practices as well as the underlying perspectives. These procedures are projected to promote more inventive, effective, and long-lasting collaborations if they are used more widely in the context of R&D PPPs.

CHAPTER VI

RESEARCH SUMMARY, CONCLUSION AND RECOMMENDATIONS

Summary

PPPs, or public-private partnerships, have long been used as an approach employed by various organizations to speed up project processes, particularly when resources and capabilities are scarce. By identifying significant leadership practices and knowing the underlying perspectives that influenced them, this study aimed to evaluate how PPPs could be promoted in an R&D context. Based on the results of the report, a framework was developed to help team members and leaders navigate and promote these PPP-specific partnerships in an R&D setting.

The PPPs presented in the naturally occurring and autoethnographic data showed the application of various leadership strategies that were essential to enhancing and promoting R&D partnerships. To better understand these activities' effects on the dynamics of R&D collaboration, they were analyzed through the lens of ethnomethodology. The following research questions were intended to be addressed by the analysis:

RQ1: What organizational leadership practices encourage PPP in R&D?

RQ2: What are the underlying perspectives behind these practices?

RQ3: What framework or model can be proposed to enhance PPP?

To answer RQ1 and RQ2, Table 4.3 summarized the leadership practices and the underlying perspectives I observed in the identified PPPs within the R&D context. Five core leadership practices emerged, namely: leadership visibility and cross-sector commitment, agile and proactive facilitation, strategic task delegation, collaborative leadership, and network building. These practices were not rare or single incidents but rather developed and strengthened through repeated interaction and engagement within the partnership which then occurred naturally within the PPP. Over time, these practices became embedded in the social context of partnership, helping to foster a culture of innovation, flexibility, strong collaboration, open communication and long-term sustainability.

The underlying perspectives that surfaced across the studied PPPs revealed how these leadership practices were rooted in foundational values such as transparency, trust, shared ownership, and long-term collaboration. These values were not merely just concepts but directly shaped how people interacted, how decisions were made, and how challenges were addressed that created an impact on the overall performance of the collaboration. In an ethnomethodological view, these values acted as social constructs that facilitated a coordinated behavior within the PPP. It was highlighted that leadership should not be viewed as merely a formal title but as a continuous practice of relationship-building through fostering team collaboration. Leaders should be able to share efforts to build trust, serve as motivation, demonstrate commitment, and focus on long-term relationships. By doing this, a culture emerged within the PPP where innovation, agility, and sustained collaboration became key elements of function in public-private R&D partnerships.

To answer RQ3, a framework was developed (see Figure 6.1), designed to facilitate PPPs in an R&D context. This framework redefines leadership, emphasizing that it is not just about formal authority or decision-making but about creating and fostering an environment where collaboration can thrive. For leaders currently managing or planning to enter PPPs in R&D organizations, the framework provides a solid foundation to encourage and enhance how we can effectively manage the partnership through key practices such as being visible and participatory, generating agile and proactive strategies, delegating tasks based on individual expertise, designing meetings as collaborative sessions, and cultivating long-term relationships focused on sustained collaboration.

Based on the findings, it could be deduced that leadership practices significantly affect the collaboration within PPPs. Taking into cognizance that PPPs entail two parties that have distinct cultures, beliefs, and areas of expertise, I found that a leader's management method plays a crucial role in promoting a successful partnership. The project was able to achieve milestones with the employment of a collaborative leadership style, and with the focus provided on building trust. Ultimately, this provided a path for nurturing future collaborations, and bringing about innovative solutions in the R&D space.

Conclusion

Leaders may find it challenging to bring together or integrate ideas and strategies because public-private partnerships require collaboration between two distinct sectors.

PPPs require cooperation between two leaders from different organizations, in contrast to working within your own, where one leader has the power to make decisions. This explains why both leaders' participation and active involvement were so significant. Because both leaders were present and had a say in the process, decision-making became more effective. By involving project leaders from both sides, the project was able to get quick feedback and direction, which sped up decision-making and kept things moving forward. Additionally, the cooperation between these two leaders strengthened our shared commitment to the project's success and helped establish stronger bonds of trust.

Because of bureaucratic procedures, I was initially reluctant to interact with the public sector when I first came across public-private partnerships. I was concerned that the firm frameworks and frequently complicated processes would hinder progress. However, my involvement in these PPPs revealed to me that these processes could be accelerated or fast-tracked if the public sector was truly motivated and dedicated to a project's larger impact. I came to see that it was possible to proceed immediately without sacrificing compliance to the required formal structures. This experience demonstrated the potential of PPPs, which allow for the rapid acceleration of bureaucratic processes through the use of agile strategies.

Integrating the different cultures of the public and private sectors required open communication, respect for one another, well-defined roles, and collaborative leadership. Despite our differences, these practices enabled us to establish solid working relationships. It can be difficult to narrow down a variety of ideas that we frequently generate in the R&D field. We discovered methods of expressing our opinions that

inspired the other person to listen and respect our opinions by means of open conversation and consideration for one another. For researchers who thrive when given autonomy, this strategy was especially crucial. We were able to pursue our preferred strategies while maintaining alignment with the overall project goals, thanks to the clear delineation of roles. Additionally, it made it possible for people to share ideas, gain knowledge from one another, and collaborate to promote innovation.

Once ideas were generated, the practice of collaborative leadership became essential for aligning these ideas with the project's goals. It helped integrate diverse perspectives and ensure that all team members, regardless of their sector, were working toward the same vision. This was not just about the execution of tasks but about fostering a sense of shared ownership and responsibility for the project's success.

Building strong relationships was also the key, especially if we hoped to establish long-term partnerships with the public sector. I believe that the outcome of the project was just one piece of what makes a PPP successful. Another critical aspect was how well the collaboration was managed from the outset. As demonstrated in the three PPPs we studied, these partnerships helped accelerate R&D projects, but we also wanted this to be a long-term solution for future endeavors. This is why maintaining a good relationship with our partners was so important, it wasn't just about completing a single project. It was about creating a strong foundation for future collaborations, where both sides shared the same goals and were committed to continuous improvement. By building these relationships, we weren't only ensuring the success of the current project; we were also setting the stage for more innovative collaborations in the future.

In conclusion, all the leadership practices identified in this study contributed to encouraging and sustaining PPPs in R&D. These practices not only enhanced the efficiency and effectiveness of the PPPs but also represented an innovative approach to managing such partnerships in the R&D context. By implementing these practices, we created a culture of collaboration, trust, and mutual commitment that led to both the successful completion of the project and the foundation for future success.

Recommendations

Future Studies

This study primarily aimed to understand the leadership practices observed in PPPs in R&D, focusing on projects that aimed at delivering products and services. However, there are other types of leadership practices in R&D PPPs that could be explored. It is recommended that future studies investigate leadership practices in R&D PPPs with different processes or core objectives, such as in the creation of systems and processes. It is important that we understand how leadership practices differ if the objective of the PPP also differs. This could provide deeper insights into the varying and diverse roles of leadership across various types of R&D initiatives.

This study also focused on the business side of the two organizations involved and the application of technology to products and services. It is recommended that the application of leadership practices in a different setting such as in the conduct of theoretical research, for example in the laboratory or clinical settings, should be studied.

It could offer different leadership practices that were not addressed in the current study. Understanding the leadership dynamics in these settings, where research is more exploratory and fundamental, could reveal different leadership strategies and practices that support the innovation and progress of theoretical research. Future studies could explore how these practices can be applied so that organizations that are into theoretical research could benefit from knowing how to effectively engage with PPPs.

Additionally, this study did not cover the effect of these leadership practices on the innovativeness of the PPP. It is highly recommended that future research investigate how these leadership practices influence the level of innovation within PPPs. A deeper understanding of how leadership practices drive or hinder innovation in PPPs could offer unique and interesting insights on how to use these kinds of collaborations for more innovative outcomes. Studying the direct relationship between leadership and innovation will provide clarity for improving the collaborative results of PPPs, especially in industries that rely heavily on breakthrough research and development.

Research and Development Management Curriculum

It is also recommended that universities offer special subjects or segments of courses related to PPPs and offer them to students who are going to take research and development management courses. As PPPs have long been recognized as an effective strategy to fast-track developmental projects, it is crucial that students are made aware of this approach and equipped with the tools to implement it in their future careers. By understanding the potential advantages of PPPs and how to navigate them, students will

be better prepared to apply this strategy in their respective fields, whether in product development, technology commercialization, or system creation.

Incorporating PPPs into the curriculum will provide students with a practical understanding of how these partnerships function in real-world scenarios. This exposure will help them understand the critical leadership practices necessary for effective collaboration between public and private sectors. Students will also gain insights into how different sectors bring their unique strengths to the collaboration and how these strengths can be integrated and used to achieve common goals. This knowledge will be important in fostering a new generation of leaders capable of managing and executing successful R&D partnerships across industries.

REFERENCES

- Acosta, B. O., Sevilleja, R. C., Gupta, M. V., Rodriguez Jr, B. M., Abella, T., & Tayamen, M. (2006). Public and private partnerships in tilapia research and development: An overview of Philippine experience. Public and private partnerships in aquaculture: A case study on tilapia research and development, 1-9.
- Anderson, L. (2006). Analytic autoethnography. *Journal of contemporary ethnography*, 35(4), 373-395.
- Bailey, F. & Dolan, A. (2011) 'The Meaning of Partnership in Development: Lessons in Development Education', *Policy & Practice: A Development Education Review*, 13, 30-48
- Bakker, A. (2017). Strategic and proactive approaches to work engagement. *Organizational dynamics*, 46(2), 67-75.
- Brogaard, L. (2021). Innovative outcomes in public-private innovation partnerships: a systematic review of empirical evidence and current challenges. *Public Management Review*, 23(1), 135-157.
- Button, G. (Ed.). (1991). *Ethnomethodology and the human sciences*. Cambridge University Press.
- Buyukgoze, H., Caliskan, O., & Gümüſ, S. (2024). Linking distributed leadership with collective teacher innovativeness: The mediating roles of job satisfaction

- and professional collaboration. *Educational Management Administration & Leadership*, 52(6), 1388-1409.
- Carbonara, N., & Pellegrino, R. (2019). The role of public private partnerships in fostering innovation. *Construction Management and Economics*, 38(2), 140–156. <https://doi.org/10.1080/01446193.2019.1610184>
- Creswell, J. W. (2014). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage Publications.
- Corzo, Janet. 2015. “How Academic Institutions Partner with Private Industry.” *Laboratory Design News*. <https://www.labdesignnews.com/article/2015/04/how-academicinstitutions-partner-private-industry>.
- Coulon, A. (1995). *Ethnomethodology* (Vol. 36). Sage.
- Cuff, E.C., Sharrock, W.W. and Francis, D.W. (2003), *Perspectives in Sociology*, 4th ed., Routledge, London.
- Deitering, A. M. (2017). Introduction: why autoethnography?.
- Earthy, S., & Cronin, A. (2008). Narrative analysis. *Researching social life*, 3, 420-439.
- EIB and EPEC, 2011. *European Investment Bank (EIB) and European PPP EThe Guide to Guidance. How to Prepare, Procure and Deliver PPP Projects*. EIB. [Online] Available at: <http://www.eib.org/epec/resources/guide-to-guidance-en> [Accessed 26 Mar 2025]
- Ellis, C., Adams, T. E., & Bochner, A. P. (2011). Autoethnography: an overview. *Historical social research/Historische sozialforschung*, 273-290.

- Filippova, V. D., Budnyk, V. A., Mykhailiv, H. V., Hryniv, L. V., & Los, O. I. (2020). Public private partnership project management: benefits for the state and business. *International Journal of Management (IJM)*, 11(3), 602-611.
- Gassner, K., A. Popov and N. Pushak (2009). Does private sector participation improve performance in electricity and water distribution? Washington, D.C.: The World Bank.
- Gedikli, B. (2009). The role of leadership in the success of participatory planning processes: Experience from Turkey. *European urban and regional studies*, 16(2), 115-130.
- Gerrard, M. (2001). Public-private partnerships. *Finance and Development*, 38(3), 48-51.
- Goodijk, R. (2002). Partnership at corporate level: The meaning of the stakeholder model. *Journal of Change Management*, 3(3), 225–241.
<https://doi.org/10.1080/714042537>
- Hameed, W. U., Nisar, Q. A., & Wu, H.-C. J. I. J. o. H. M. (2021). Relationships between external knowledge, internal innovation, firms' open innovation performance, service innovation, and business performance in the Pakistani hotel industry.92, 102745.
- Hodge, G. A., Greve, C., & Boardman, A. E. (Eds.). (2010). *International handbook on public-private partnership*. Edward Elgar Publishing.

- Inquirer (2021). SMC develops packaging to extend carabao milk's shelf life. Retrieved from: <https://projectrebound.inquirer.net/1133/smc-develops-packaging-to-extend-carabaos-milks-shelf-life/>. (Accessed: May 8, 2024)
- Irang, M.C. (2021). Some 4k schoolchildren now benefiting from sterilized canned carabao's milk. Retrieved from: <https://www.pcc.gov.ph/some-4k-schoolchildren-now-benefiting-from-sterilized-canned-carabaos-milk/> (Accessed: May 8, 2024)
- Ito, S. (2019). PPP vs ODA revisited: key issues for PPP infrastructure development in the Philippines. *Philippine Review of Economics* (Online ISSN 2984-8156), 55(1&2), 56-86.
- Jacobson, C., & Ok Choi, S. (2008). Success factors: public works and public-private partnerships. *International journal of public sector management*, 21(6), 637-657.
- Kanter, R. M. (1999). From spare change to real change: The social sector as beta site for business innovation. *Harvard business review*, 77(3), 122-123.
- Lee, H. L., & Vavitsas, K. (2021). Driving innovation in biotechnology with Private-Public Partnerships: A Singapore perspective. *Biotechnology Notes*, 2, 59-62.
- Li, B. and Akintoye, A. (2003). An Overview of Public-Private Partnership. In *Public-Private Partnerships* (eds A. Akintoye, M. Beck and C. Hardcastle). <https://doi.org/10.1002/9780470690703.ch1>
- Ludden, M. E. (2016). *The Conceptual Framework of Leadership in a Public Private Partnership* (Doctoral dissertation, Walden University).

- Macmillan, R. (2010). Leadership as trust and team-building for inclusive practice. In *Leadership for inclusion* (pp. 73-82). Brill.
- Mehra, A., Smith, B. R., Dixon, A. L., & Robertson, B. (2006). Distributed leadership in teams: The network of leadership perceptions and team performance. *The leadership quarterly*, 17(3), 232-245.
- Mohd Som, R., Omar, Z., Ismail, I. A., & Alias, S. N. (2020). Understanding leadership roles and competencies for public-private partnership. *Journal of Asia Business Studies*, 14(4), 541-560.
- O'keefe, D. J. (1979). Ethnomethodology. *Journal for the Theory of Social Behaviour*, 9(2), 187-219.
- Oke, A., Munshi, N., & Walumbwa, F. O. (2009). The influence of leadership on innovation processes and activities. *Organizational Dynamics*, 38(1), 64-72.
- Organization for Economic Co-operation and Development (OECD) [2008] *Public-private partnerships: in pursuit of risk sharing and value for money*. Paris.
- Rwelamila, P. D., Fewings, P., & Henjewe, C. (2015). Addressing the missing link in PPP projects: What constitutes the public?. *Journal of Management in Engineering*, 31(5), 04014085.
- Samii, R., Van Wassenhove, L. N., & Bhattacharya, S. (2002). An innovative public-private partnership: new approach to development. *World development*, 30(6), 991-1008

- Sharma, C. (2023). Who does it better and why? Empirical analysis of public-private partnership in infrastructure in Asia-Pacific. *Property Management*, 41(3), 309-335.
- Shehadeh, A. (2020). Contextualizing your research project. *Professionalizing your English language teaching*, 327-335.
- Stojkovski, V., & Nenovski, B. (2024). STRATEGIES FOR EFFECTIVE MANAGEMENT: OPTIMIZING RESOURCES, STAFF AND INNOVATION. *KNOWLEDGE-International Journal*, 64(1), 29-34.
- Tijhuis, W. (2015). Managing public-private partnerships: Dealing with business-culture influences. *Built environment project and asset management*, 5(1), 22-34.
- World Bank. Infrastructure Finance, PPPs and Guarantees. Country Snapshots. Philippines. <https://ppi.worldbank.org/en/snapshots/country/philippines> (accessed 13 Oct 2020).
- World Bank Institute [2014] Public-private partnerships: reference guide version 2.0. Washington DC.
- World Bank Institute (2012). Public Private Infrastructure Advisory Facility Philippine Local Government Code of 1991 Republic Act No. 6957 or otherwise known as Build Operate Transfer Law Retail Trade Liberalization Act of 2000.
- Young, W., & Limjirakan, S. (2011). Business for Environment: Using Corporate Social Responsibility and Public-Private Partnerships to Achieve

- Environmental Goals in Thailand. *International Journal of Environmental Science and Development*, 2(4), 268.
- Zomerdijk, L. G., & Voss, C. A. J. J. o. p. i. m. (2011). NSD processes and practices in experiential services. 28(1), 63-80.
- Zou, W., Kumaraswamy, M., Chung, J., & Wong, J. (2014). Identifying the critical success factors for relationship management in PPP projects. *International journal of project management*, 32(2), 265-274.