

Nobody's Core Business

Confronting Cross-Cutting Problems in the Public Sector

Creating Public Value

Creating public value is the purpose of public management.

Creating public value means:

- pursuing ultimate social outcomes that help establish justice and material well-being for each and for all.
- deploying public assets through activities that create net positive effects.
- being accountable for these efforts to a public that is constantly debating, reimagining, and negotiating the terms of accountability in the realm of politics.

Creating Public Value (cont'd)

Creating public value is NOT...

- “Achieving a mission”
 - Missions may be outmoded, narrowly or rigidly interpreted, or too vague.
- “Satisfying customers”
 - Citizens are not analogous to customers.
- “Maximizing outputs”
 - The causal connection between outputs and valued outcomes is often uncertain and untested.

The Public Value Chain

Money, Authority, Public Spirit...

Services, Obligations, Nudges...



Processes, Procedures, Programs...

Client Satisfaction, Better and More Just Social Conditions...

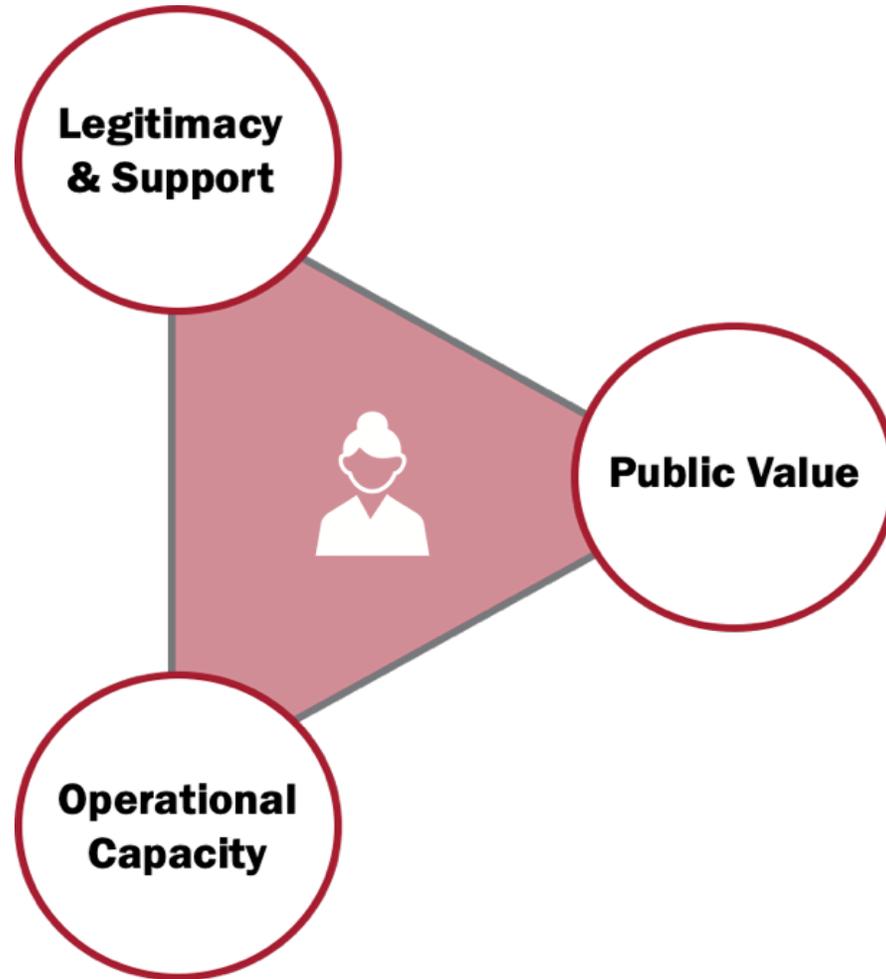
Source: Mark H. Moore (2013), *Recognizing Public Value*, Harvard University Press, adapted by case authors

The Public Value Matrix

	Individual	Collective
Welfare	<p>“My Well-being”</p> <ul style="list-style-type: none"> • Needs met • Wants satisfied • Welfare and security advanced 	<p>“Our Well-being”</p> <ul style="list-style-type: none"> • Prosperous and inclusive economy • Safe and healthy social and physical environments
Justice	<p>“My Rights and Duties”</p> <ul style="list-style-type: none"> • Rights protected • Autonomy and dignity secured • Just duties fairly imposed 	<p>“Our Rights and Duties”</p> <ul style="list-style-type: none"> • Equal protection of rights • Universal protection of dignity and autonomy • Fair and equitable treatment of groups • A just social order

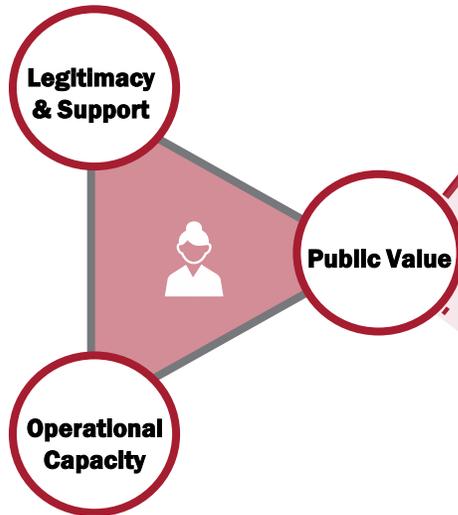
Source: Mark H. Moore

The Strategic Triangle



Source: Mark H. Moore (2013), *Recognizing Public Value*, Harvard University Press, adapted by case authors

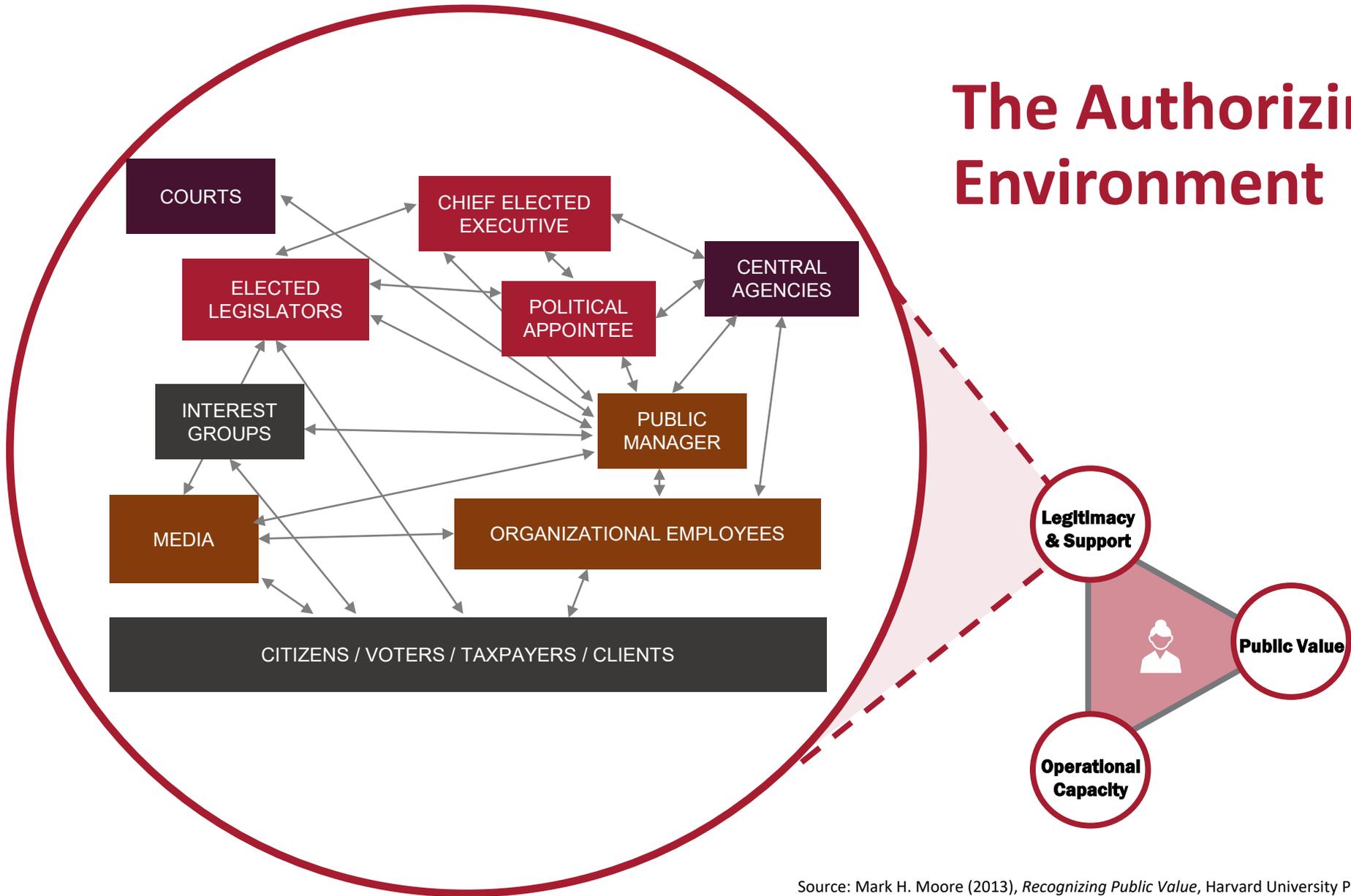
Public Value



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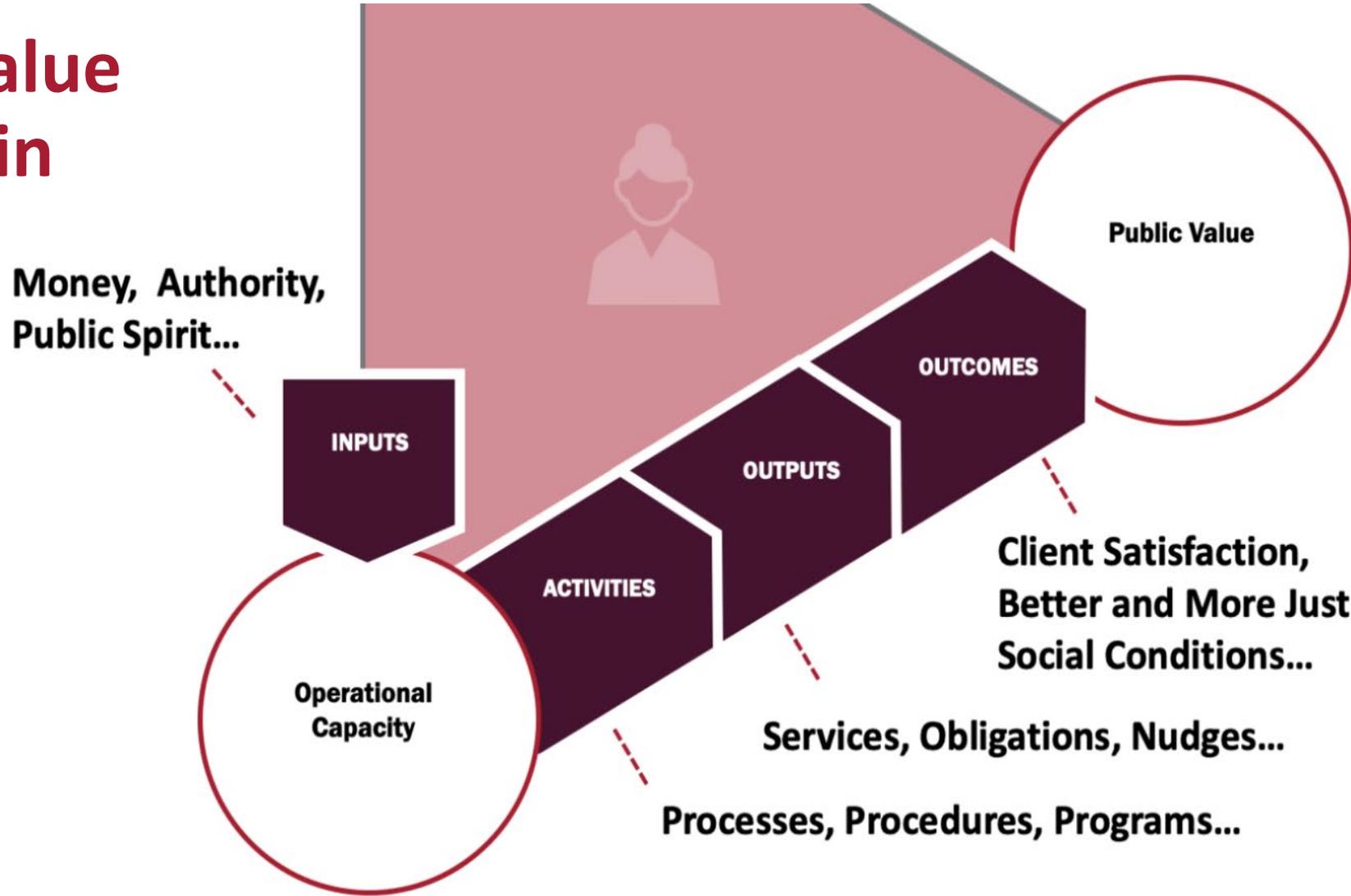
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The Authorizing Environment



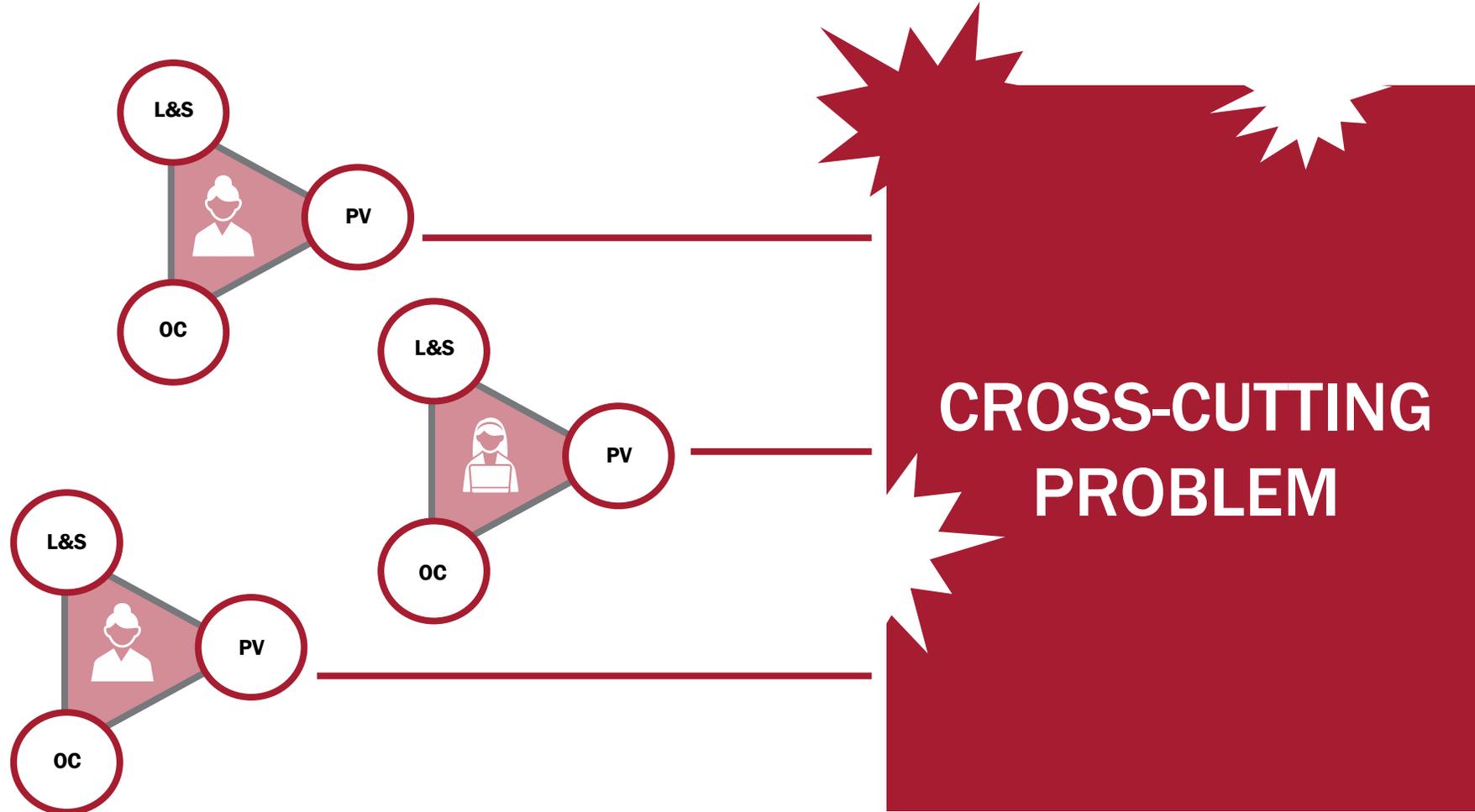
Source: Mark H. Moore (2013), *Recognizing Public Value*, Harvard University Press, adapted by case authors

The Value Chain



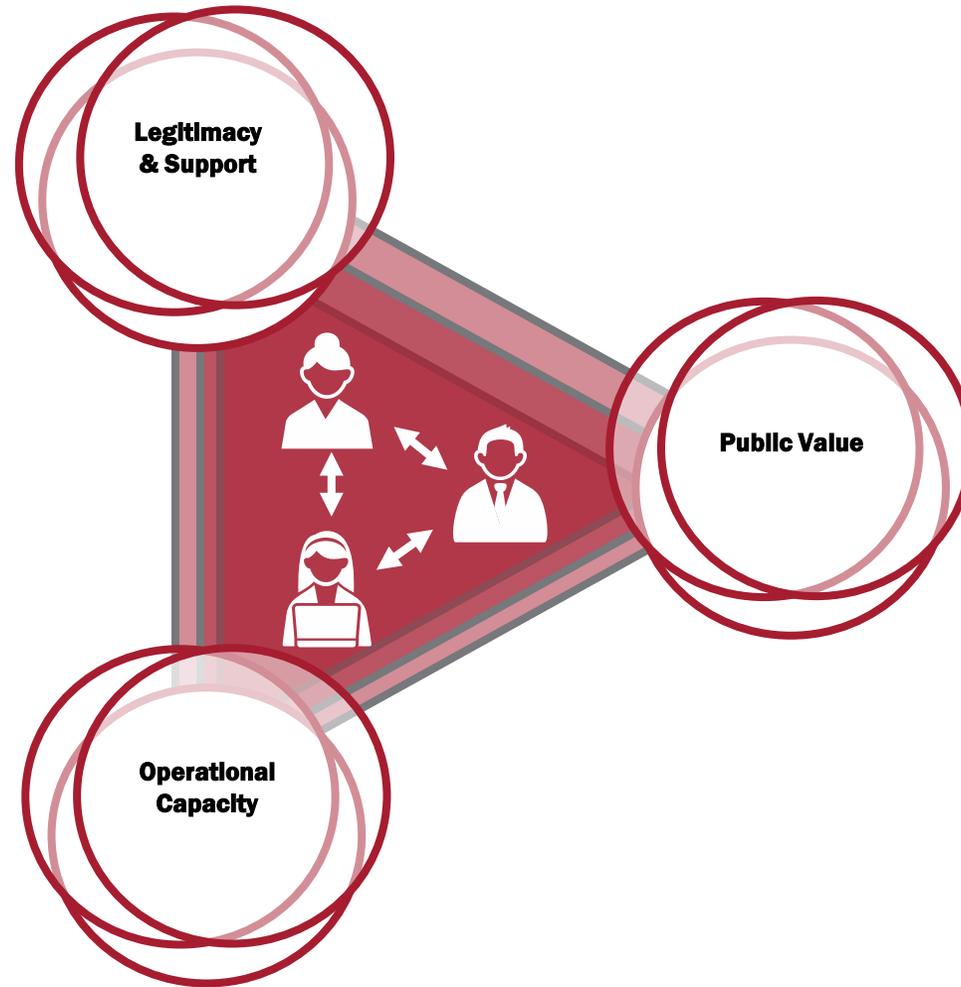
Source: Mark H. Moore (2013), *Recognizing Public Value*, Harvard University Press, adapted by case authors

Cross-cutting Problem Needing Collaboration



Strategic Triangle images adapted by case authors

Collaboration: Aligning the Triangles



Strategic Triangle images adapted by case authors

BLOOMBERG HARVARD

| City
Leadership
Initiative

The concept of “public value” and additional elements of public value theory that inform this slide deck were first introduced in Mark Moore's *Creating Public Value* (Harvard University Press, 1995) and further developed in *Recognizing Public Value* (Harvard University Press, 2013).