

**BLOOMBERG
HARVARD** | City
Leadership
Initiative

Nobody's Core Business

The Mission of a City Library



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 wellbeing 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

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...



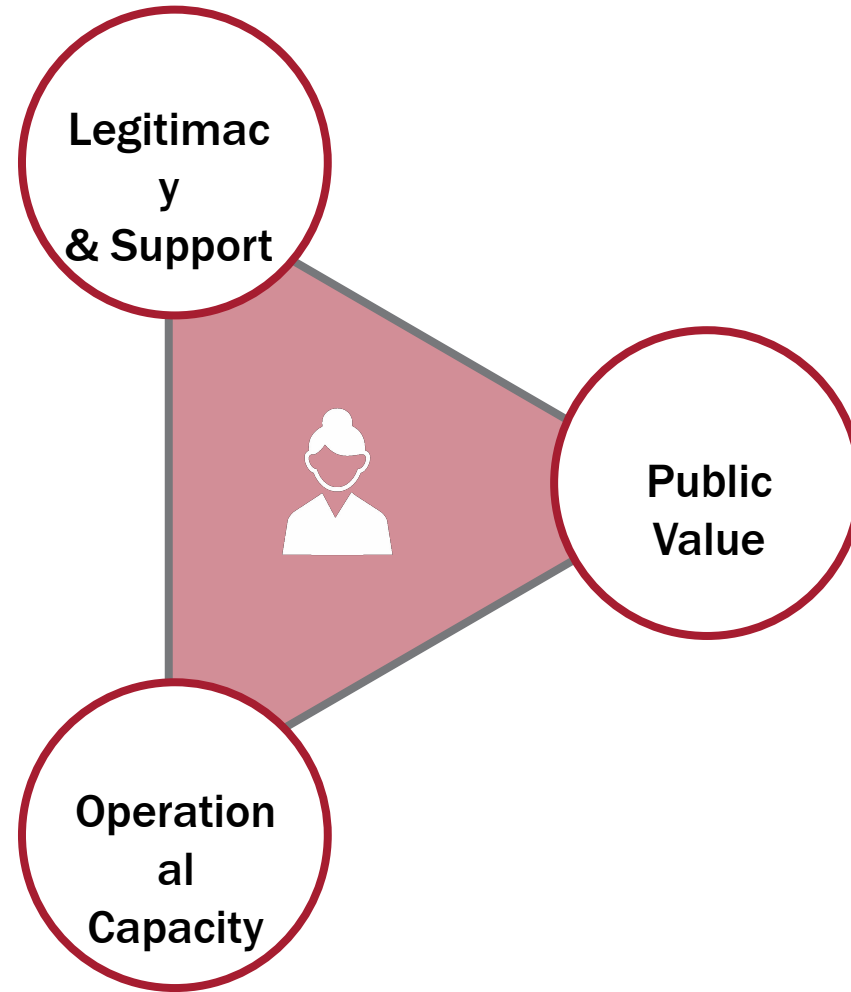
**Processes, Procedures,
Programs...**

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

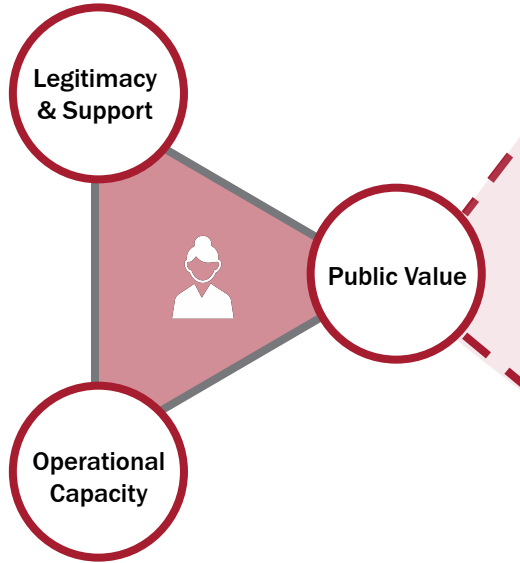
The Public Value Matrix

	Individual	Collective
Welfare	<p>“My Wellbeing”</p> <ul style="list-style-type: none"> • Needs met • Wants satisfied • Welfare and security advanced 	<p>“Our Wellbeing”</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

The Strategic Triangle

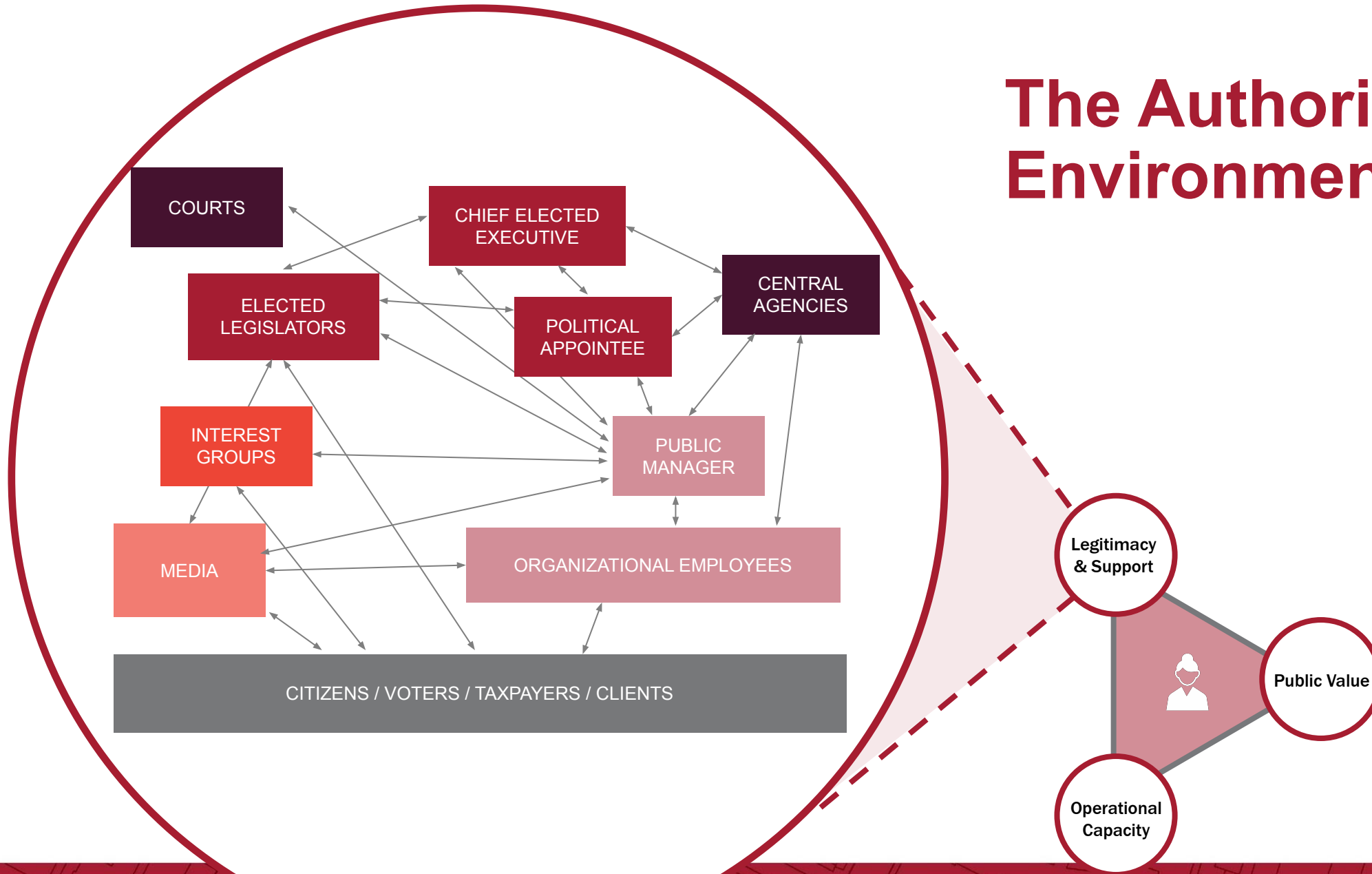


Public Value



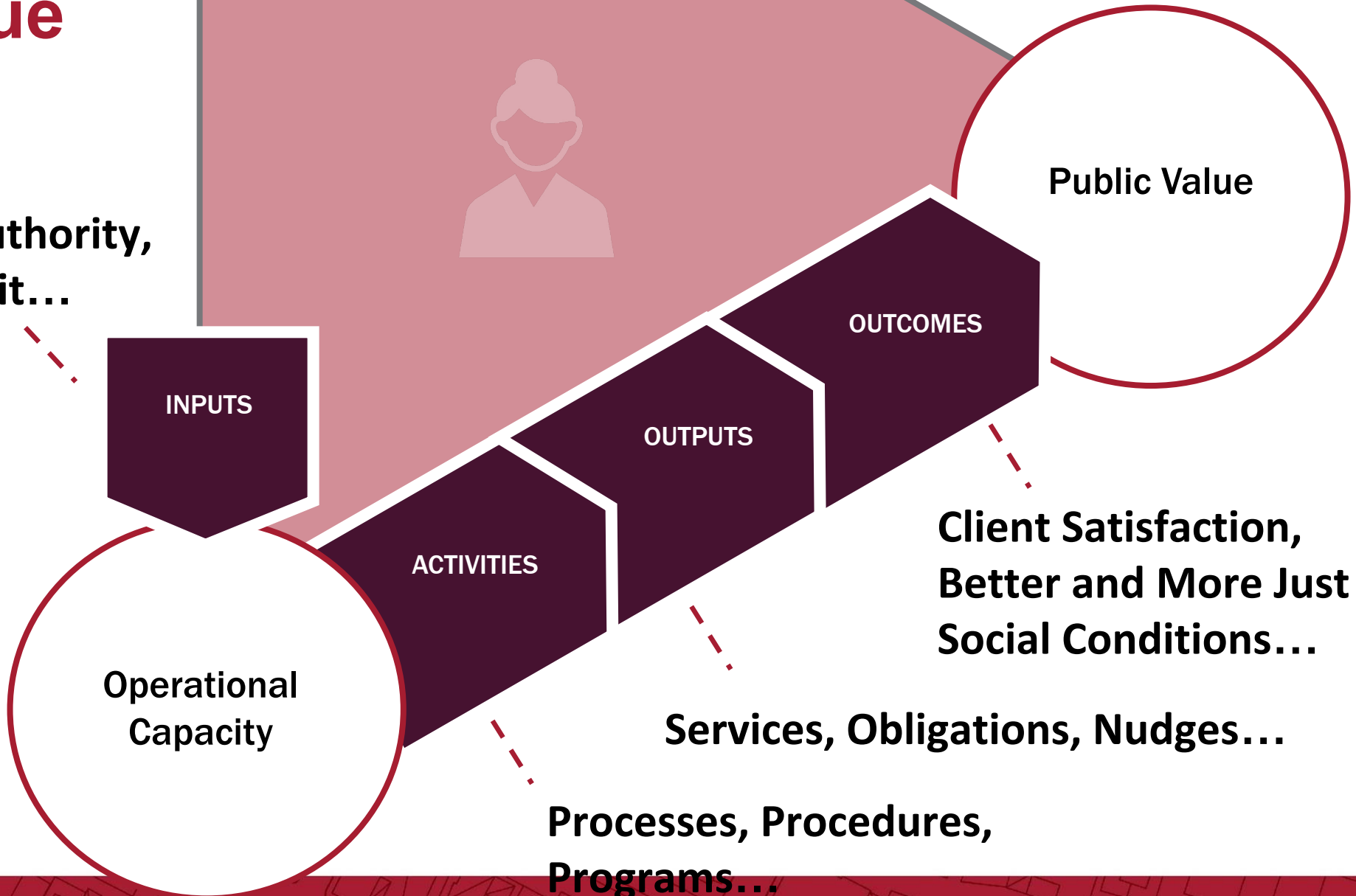
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The Authorizing Environment

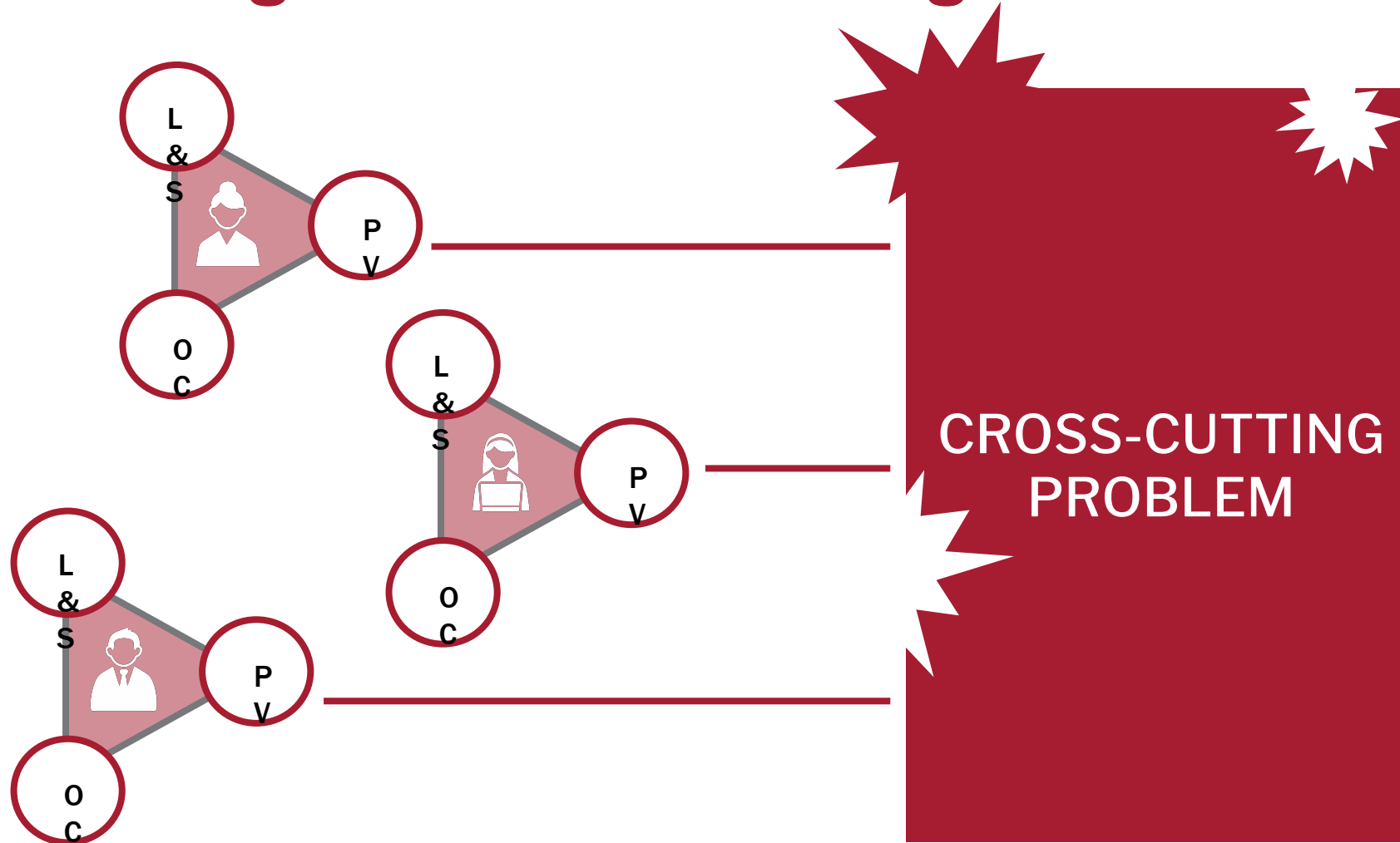


The Value Chain

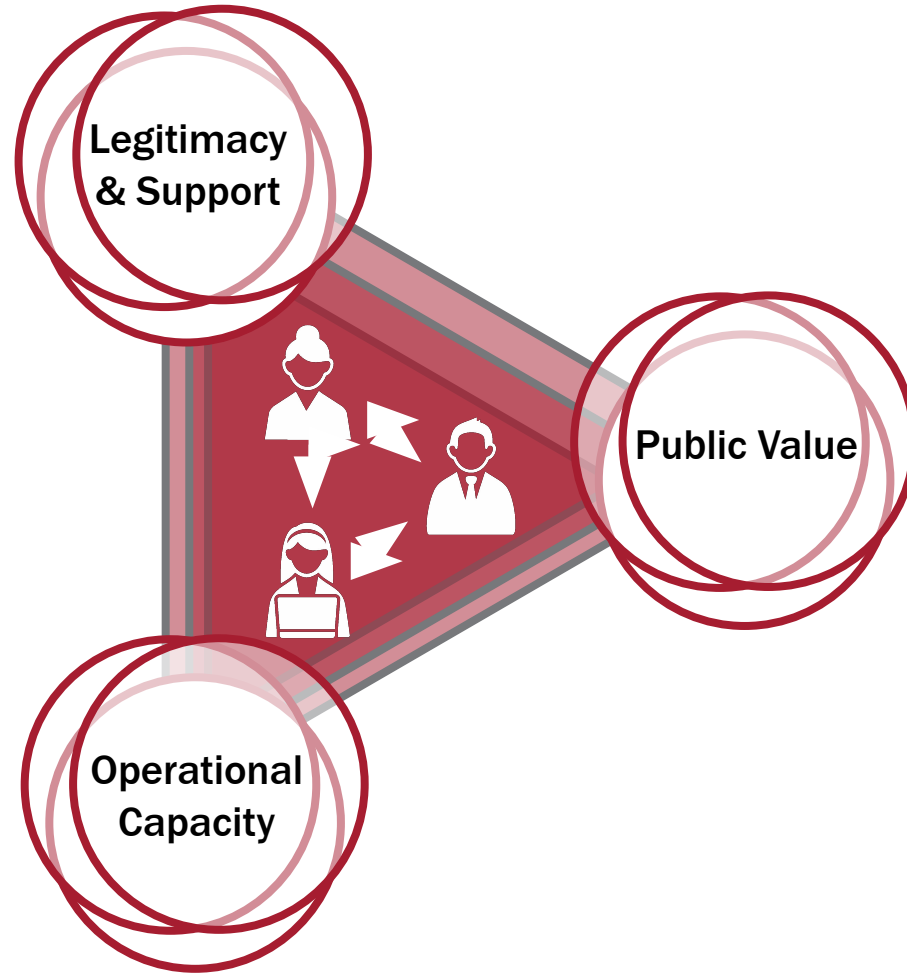
Money, Authority,
Public Spirit...



Cross-cutting Problem Needing Collaboration



Collaboration: Aligning the Triangles





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