

## **Leadership for Public and Social Value: A call for papers for symposium in *Public Administration***

Guest editors: Alessandro Sancino, Jean Hartley, Mark Bennister, and Sandra L. Resodihardjo.

We invite manuscripts on the topic of leadership for public and social value, to be submitted by 1 October 2017 through *Public Administration's* manuscript system (<https://mc.manuscriptcentral.com/padm>).

If authors would like informal comments from the symposium guest editors prior to formal submission they should send their manuscript to Alessandro Sancino ([alessandro.sancino@open.ac.uk](mailto:alessandro.sancino@open.ac.uk)) by 30 June 2017.

### **The symposium topic**

The current societal and institutional context is pushing scholars and practitioners of public administration to address new complex challenges. Public leadership has been advocated as a key element and a necessary factor of resilience for contemporary public administration ('t Hart, 2014; Pedersen and Hartley, 2008).

From the societal side, the context for public administration can often be particularly complex (Uhl-Bien et al., 2007), characterized by wicked problems (Head and Alford, 2015) and different types of crises (Boin, 2005), by the emergence of different types of democratic practices and of varieties of participation (Fung, 2006) and of different levels and spheres of power with impacts on the identity and distribution of roles among some of the main societal actors (Bryson et al., 2016). From the institutional side, public administration nowadays takes place in an increasingly shared power, multi-sector and multi-organizations public sector (Crosby & Bryson, 2005) where actors are challenged to undertake boundary-crossing (Getha Taylor, 2011, i84) and to exercise adaptive (Heifetz, 1994) and integrative (Morse, 2010) leadership.

In short, these are contexts – expressed at individual, group, community, organizational, inter-organizational, city region, national or international level – where public leadership may contribute by adding value. In other circumstances, public leadership may detract from public value, destroying or wasting what is valuable for the greater good.

This symposium takes the opportunity to reflect on what is public and social value and on the role of public leadership in the creation or recognition of public value – a question which has become all the more important in recent years as public organizations face budget cuts while still having to contribute to society by addressing problems.

Purpose is fundamental to public leadership. Leadership can be exercised to try to achieve various different aims or meanings (Heifetz, 1994; 't Hart, 2014). This symposium focuses on leadership for public value, whereby public value is defined as both the values that various publics express or aspire to, and the value that is added to the public sphere (Benington and Moore, 2011; Benington, 2015; Moore, 2013). Other scholars may use the concept of social value (e.g. Jordan, 2008).

Leadership for public value can be leadership by elected politicians, by public managers and professionals, and by civic activists. Leadership for public value can be exercised in the contexts of the voluntary and community sectors, corporate social responsibility, hybrid organizations and social entrepreneurship.

Studying leadership for public value addresses the call for theoretical and empirical investigation into the nature and desired outcomes of public leadership (Getha Taylor, 2011, i88) and recognizes leadership as a contested social function. Moreover, linking public value with leadership both theoretically and empirically could help to overcome 'the Balkanization of the field with innumerable aspects of leadership, each with its own special and often conflicting terms' (Van Wart, 2013, p. 537). The field of political leadership study is undergoing a renaissance (see Rhodes and 't Hart 2015; Bennister, 't Hart and Worthy 2017; Bennister 2016). Much of this reflective theoretical and empirical flourishing concentrates on evaluating leaders and leadership, but there exists a gap in translating the energy of new leadership study into evaluating the outcomes and impacts of public leadership. This is also true for the study of leadership from the management side not only in the public sector (Hartley and Benington, 2011) but more generically (Storey et al, 2017).

The aim of this symposium is to examine whether, how and what leadership achieves for society, and/or different publics. We therefore take as level of analysis the relationship between public leadership and societal challenges with the mediating role of the practice of public administration. Contributions focusing on different types of public leadership (e.g. political, managerial, civic, professional etc.) are welcome. Papers may focus on the leadership of the creation or destruction of public and social value at various levels.

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