

Wicked problems



PLANNER, IS THAT YOU?



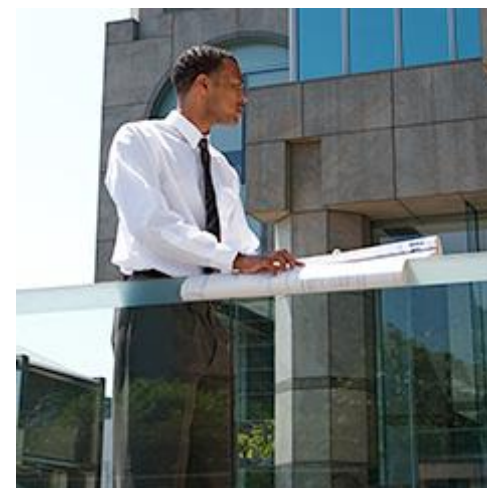
- Dilemmas?

- Characteristics of wicked problems?

1- C

2- C of

3- U



- Dilemmas?
- Characteristics of wicked problems?
 - 1- Complexity
 - 2- Conflict of interests
 - 3- Uncertainty



Super Wicked Problems

GEORGETOWN LAW
Faculty Publications



January 2010

Super Wicked Problems and Climate Change:
Restraining the Present to Liberate the Future

94 Cornell L. Rev. 1153-1234 (2009)

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This paper can be downloaded without charge from:
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SSRN: <http://ssrn.com/abstract=1302623>

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Swampy lowlands



"The swampy lowlands, where situations are confusing messes incapable of technical solution and usually involve problems of greatest human concern" (Schön 1983, pg 42).

We became a meme...

Urban Planners



What We Think We Will Do



What The Public Thinks We Do



What Applicants Think We Do



What Our Friends Think We Do



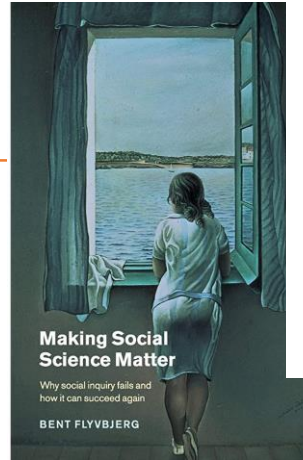
What We Actually Do



What We Need To Do

SOURCES

Complexity



Article

Wicked problems and clumsy solutions: Planning as expectation management



Planning Theory
13(3) 242-256
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DOI: 10.1177/1724705912446927
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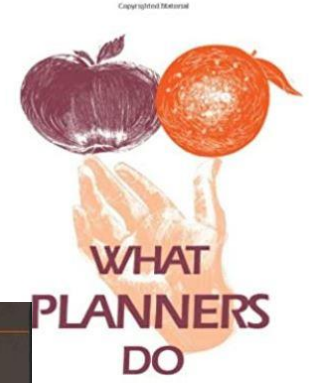
Thomas Hartmann
Utrecht University, The Netherlands

Abstract
In 1973, Horst W. Rittel and Melvin A. Webber introduced the term 'wicked problem' in planning theory. They describe spatial planning as dealing with inherent uncertainty, complexity and inevitable normativity. This contribution picks up the concept of wicked problems, reflects on it from a planning-theoretical perspective, and proposes the use of Cultural Theory's concept of clumsy solutions as a response to wicked planning problems. In discussing public participation processes in spatial planning, it is then shown what clumsy solutions mean for spatial planning. The four rationalities of Cultural Theory are then used to explain why public participation in planning can become wicked, and how these rationalities provide a response that copes with this wickedness.

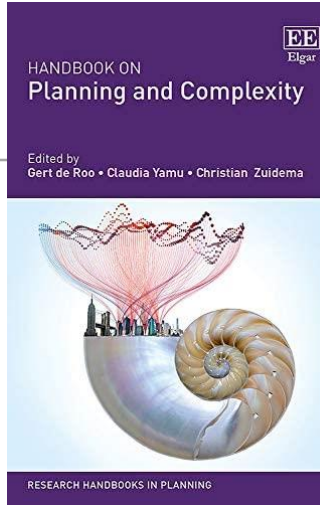
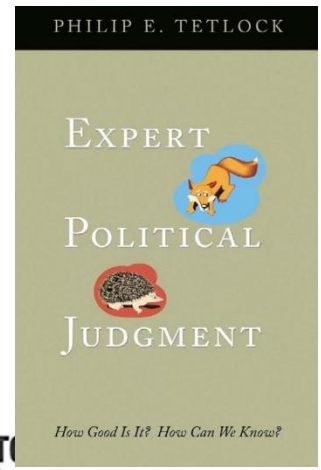
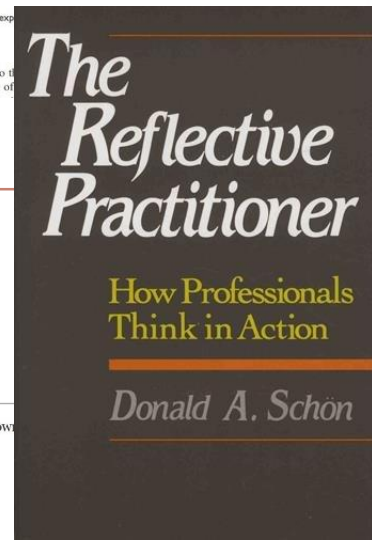
Keywords
polyrationality, participation, exp

Introduction

How should we plan? Two of this fundamental question of



Conflict of Interests



Articles

Understanding and Managing the Unknown: The Nature of Uncertainty in Planning

John Abbott

How do we know what we do not know but need to know? In its nature, uncertainty is complex, elusive, and omnipresent (Black 1971, 1): in planning it is also post-rational.
Most writers over the past thirty years have argued that the world is changing faster and becoming more complex as a result of new knowledge, technologies, and increasing global links and that more and less future are becoming more unpredictable and uncertain (Drexler 1989, Galbraith 1975, Mann 1996). But uncertainty has always been part of the 'ongoing government of chance' (Sherry 1982, 216), and the future has always been complex and indeterminate (Popper 1982). The future is the great unknown.
Planning is about changing the future, or at least the expected future. Therefore, understanding what is known and unknown about the future, and the links between the past, the present, and the future, and how we act on this understanding are critical issues and challenges in planning. Planning needs to respond to the changing and uncertain social environment but also to process the changing social environment and creating more certainty. Peter March (1987, 150) says, "Planning means, essentially, controlling uncertainty—either by taking action now to remove the factors, or by preparing actions to be taken in case an event occurs."
This article will argue that planning involves understanding and managing uncertainty, that uncertainty arises both from the environment and from the planning process itself, and that understanding the dimensions of uncertainty can provide guidance for planning practice. These arguments will be illustrated by reference to an example of metropolitan planning from South East Queensland (SEQ), Australia, called SEQ 2036.

What Is Uncertainty?

Uncertainty is a term that is used widely but rarely defined. Something is uncertain if it is unknown or cannot be known. People live with uncertainty every day. They make *Journal of Planning Education and Research* 32(4) 237-250
© 2013, Association of Collegiate Schools of Planning

Abstract

Individuals, organizations, and urban regions face a complex and uncertain future. Planning is about changing the future and therefore needs to understand what is known and unknown about the future. Planning involves understanding and managing uncertainty—knowing as what is unknown as well as what is known. Uncertainty arises from the environment or planning context—rather than from the planning process itself—planning uncertainty.
This article builds on research and practice to identify dimensions of uncertainty in planning. Understanding these dimensions will assist planners in establishing planning processes that manage changing uncertainty. To be effective, planning needs to provide the benefits of predictability and the flexibility to respond to the uncertainty and the possibility of discontinuity and failure.

Keywords: uncertainty, planning, SEQ 2036

John Abbott was project coordinator of the SEQ 2036 (South East Queensland) regional planning project in South East Queensland, Australia. He is doing research on metropolitan planning in the Department of Geography and Planning at the University of Queensland.

Uncertainty



The planning project (2015)



Patsy Healey

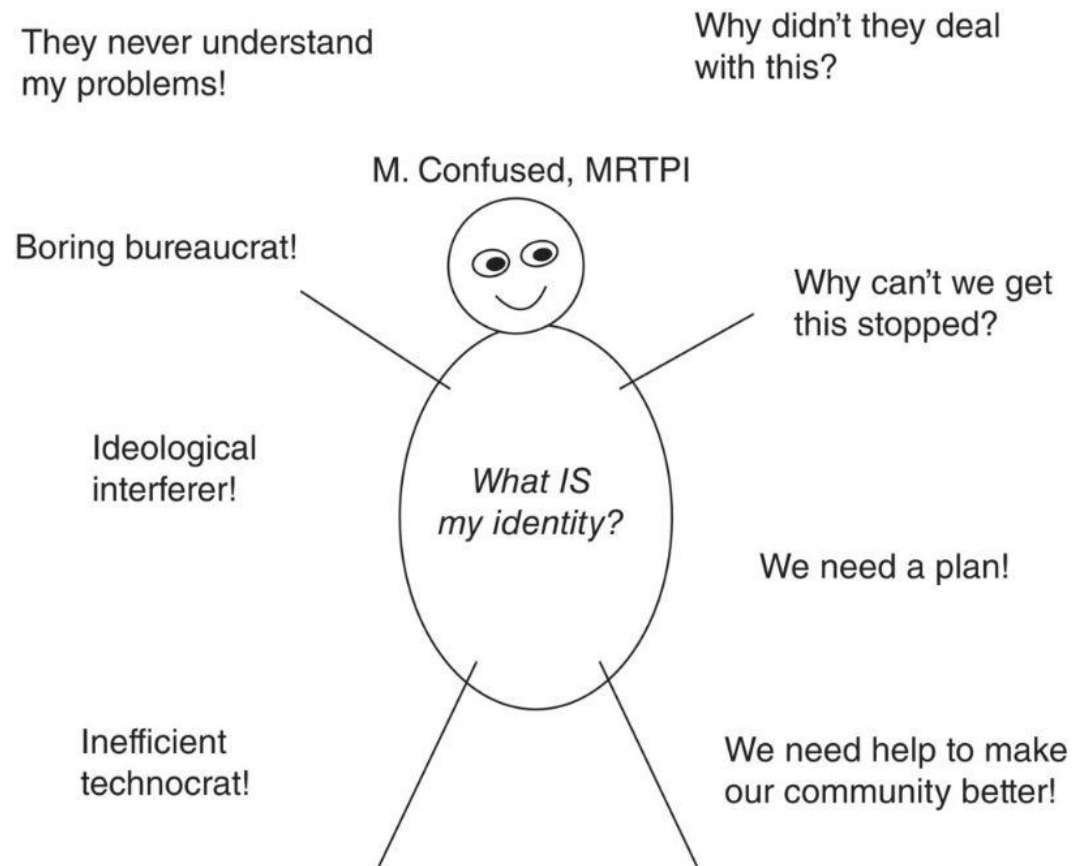


Figure 7.1 The ambiguous position of planners.

What are the characteristics of planners?



Coping with uncertainty in planning (1985)



Karen Christensen

		GOAL	
		agreed	not agreed
TECHNOLOGY	known	A	C
	unknown	B	D

		هدف	
		توافق	عدم توافق
تکنولوژی	شناخته	A	C
	ناشناخته	B	D

جدول 1 ماتریس تکنولوژی/هدف (Christensen, 1985)

A: تکنولوژی شناسایی شده / هدف مورد توافق

B: تکنولوژی ناشناخته / هدف مورد توافق

C: تکنولوژی شناسایی شده / عدم توافق هدف

D: تکنولوژی ناشناخته / عدم توافق هدف

Figure 1. Prototype conditions of planning problems

Coping with uncertainty in planning

		GOAL	
		agreed	not agreed
TECHNOLOGY	known	A <u>Programming</u> <ul style="list-style-type: none"> • predictability • equity • accountability • efficiency • effectiveness 	C <u>Bargaining</u> <ul style="list-style-type: none"> • accommodation of multiple preferences
	unknown	B <u>Experimentation</u> <ul style="list-style-type: none"> • innovation • responsiveness 	D <u>Chaos</u> <ul style="list-style-type: none"> • discovery or creation of order

تکنولوژی

		هدف	
		توافق	عدم توافق
شناخته	شناخته	A برنامه سازی <ul style="list-style-type: none"> • قابلیت پیش بینی • عدالت • اطمینان پذیری • کارایی • تاثیرگذاری 	C معامله <ul style="list-style-type: none"> • سازش میان چند گزینه
	ناشناخته	B آزمایش <ul style="list-style-type: none"> • ابداع • پاسخگویی 	D آشوب <ul style="list-style-type: none"> • کشف یا خلق نظم

Figure 2. Expectations of government associated with prototype conditions of and responses to planning problems

Coping with uncertainty in planning

		GOAL	
		agreed	not agreed
TECHNOLOGY	known	A <ul style="list-style-type: none"> • programmer • standardizer • rule-setter • regulator • scheduler • optimizer • analyst • administrator 	C <ul style="list-style-type: none"> • advocate • participation promoter • facilitator • mediator • constitution-writer • bargainer
	unknown	B <ul style="list-style-type: none"> • pragmatist • adjuster • researcher • experimenter • innovator 	D <ul style="list-style-type: none"> • (charismatic leader) • problem-finder

Figure 3. Planning roles categorized by planning conditions

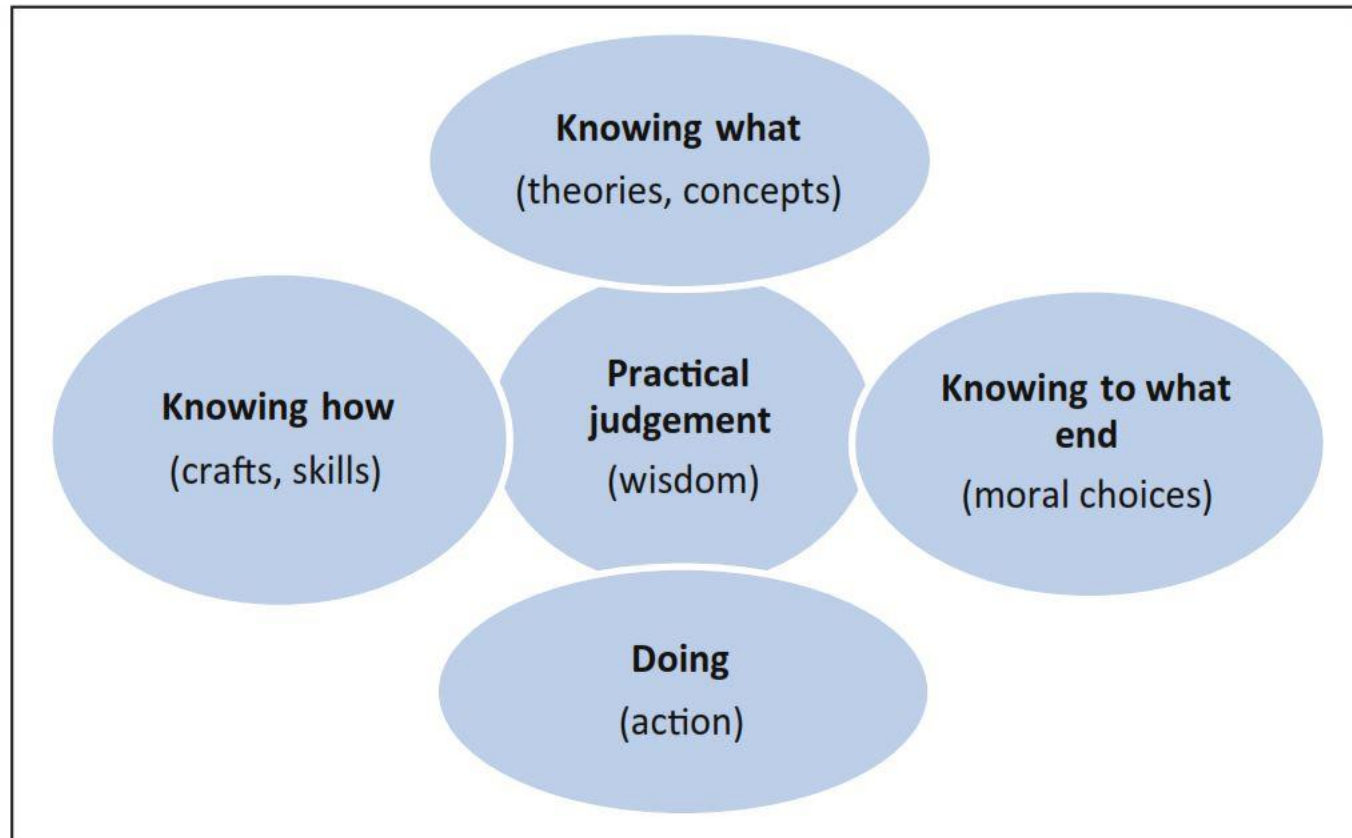
تکنولوژی

		هدف	
		توافق	عدم توافق
شناخته	شناخته	برنامه سازی <ul style="list-style-type: none"> • پروگرامر • ضابطه مند کننده • قانون گذار • تنظیم کننده • زمانبندی کننده • بهینه کننده • تحلیلگر • مدیر 	معامله <ul style="list-style-type: none"> • وکیل مدافع • مشوق مشارکت • تسهیل گر • میانجی • نویسنده قوانین • معامله کننده
	ناشناخته	آزمایش <ul style="list-style-type: none"> • پراگماتیست • تعدیل کننده • محقق • آزمایشگر • نوآور 	آشوب <ul style="list-style-type: none"> • رهبر کاریزماتیک • یابنده ی مشکلات

Planning as practice of knowing (2015)



Simin Davoudi



Teaching planning theory as planner roles in urban planning education (2018)



Kristian Olesen

Table 1. Overview of the planning theories introduced in the course – presented as planner roles.

	The rational planner	The incremental planner	The advocacy planner	The communicative planner	The strategic planner	The neoliberal planner	The transformative planner
Ideal of planning	Implementation of politics (separation of policy-making and planning – ends and means)	Plan as you go along (disjointed incrementalism)	Planning is an expression of values	Planning is a social (communicative) process	Planning is partly implementation of politics and partly policy-formulation	Planning is a constraint on the freedom of the market, only necessary to deal with externalities	Planning is normative, empowering and therapeutic; pluralistic (culturally sensitive)
Methods and techniques	Methods for plan-making, surveys, spatial analyses (theories in planning)	Analysis of the current (political) situation, bargaining, negotiating, the science of muddling through	Working from the values of the group in question to make an alternative plan	Participation, dialogue, consensus building, storytelling	Tools for effective decision-making, tools for future thinking: SWOT-analysis, scenario-building	Combination of centralised state power and rules, and local autonomy, working with the business community and developers	Working with people, communicating in diverse ways, learning from stories, less focus on creating documents
Planning process	Planning is plan production, the planning process ends with the plan, focus on producing (physical) results	A process of push and tug – aimed at reaching agreements	The production of rival plans for different interest groups, democratic process where everyone can question rival plans, the 'best plan wins'	Planning is about learning about others' everyday lives	Planning is about effective decision-making and implementation of political goals	Driven by economic interests, 'efficiency' is key	Open, communicative and democratic
Role of the planner	The planner should take a non-ideological and objective stance as an expert	Coordinator: bureaucrat working towards viable solutions, getting things done	Subjective, working for disadvantaged groups outside local government; a critic of mainstream plans; troublemaker; educator	Providing information, engaging in deliberation (i.e. facilitating, mediating, moderating debates, synthesising, etc.)	The planner works towards realising political goals and acts as political advisor	The planner as an 'enabler', working with economic interests to meet their needs	Change agent: the planner should work with people, especially the weakest groups, to empower them

“However, students will also experience that some values (theories of planning) are closer to their heart than others, which will help them to develop a theory of planning of their own and an identity as a planner, without feeling constrained by a particular normative perspective.”

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