



“Planning Together” Revisited: Debriefing the Observation Exercise

11.201 GATEWAY: Planning Action

10 December 2007



Outline

- **Planning as knowledge-to-action.**
- **Planning models, old and new**
- **Effectiveness of meetings you observed**
 - What worked?
 - For whom?
 - Any missed opportunities?
- **Thinking about improvements**
 - Making judgments about situations

Planning as ...

Developing and
applying

KNOWLEDGE



to ACTION

Not-so-obvious answers to these Qs:

- **Who “develops” knowledge** (recognizes, records, organizes for use)?
- **Who “applies” it:** traditional policymaking versus “distributed” learning (within and among organizations and others linked in networks)?
- **Who “acts”:** Citizens, interest groups, businesses, government, other?

Planning models, OLD and NEW

	OLD	NEW, emergent
Central actor	Government	Multiple (center-less network?)
Whose plans matter	Government	Multiple knowledgeable actors whose support and capacity is relevant to acting
Mechanism for informing plans and implementation	Expert assessment (modernist), then citizen input mechanisms (post 1960s)	Spaces for dialogue, Hearings and public comment too? Implementation alliances?
Innes-Booher's proposed labels	"Public participation"	"Collaborative participation"

Improvement options

- 1. Leave an older “participation” mechanism in place, but fix it (who participates, why, how, with what feedback and use).**
- 2. Replace an older mechanisms with something else (learning curve, break with past).**
- 3. Supplement old with new, integrating the two (tough to do but “hedges our bets”).**
- 4. Pursue multiple models—over time—according to *what’s needed, level of support, capacity* required to make a model work. Politically creative, demanding.**