

planning and strategy; locality and business development

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outline

groupthink and social construction of reality

planning and strategy (Blakely and Leigh, 2009, ch5,7)

program evaluation/impact analysis

community development (Blakely and Leigh, 2009, ch.4)

locality development (Blakely and Leigh, 2009, ch.9)

clusters (Porter, 2000)

NECESSARY READINGS

- ◇ Wildavsky (1987)
 - ◇ Porter (2000)
 - ◇ Porter (1998)
 - ◇ Michael Porter Ted Talk
 - [fighting soc sci groupthink; a business perspective]
 - businesses should develop locality and solve social problems
 - NOT: govt, academics or nonprofits
- <https://www.youtube.com/watch?v=0iIh5YYDR2o>

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- ◇ any other ideas for teleconferencing? goog hangouts, webex etc?
 - and how am i and we doing with this online teaching?
 - email me feedback pls! extra credit!
- ◇ lets talk one on one about your **ps2**
 - (and **ps3** when present)
- ◇ i'll be emailing each of you to schedule

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If everyone is thinking alike, then
somebody isn't thinking.

— *George S. Patton* —

AZ QUOTES

groupthink (Natemeyer and McMahon, 2001)

- ◇ when you agree on everything it should be a red flag
- ◇ you may be a victim to groupthink !
- ◇ groupthink is social conformity in group dynamics
- ◇ members of group collectively create rationalizations to discount warnings/negative feedback
- ◇ members of the group believe in stereotypes
 - and believe in their morality, they're the good guys; the others, eg politicians, policymakers are the bad guys; see Haidt's "Righteous Mind" !

groupthink

- ◇ shared illusions, groupy feelings
- ◇ a strong need to be loyal to the group
- ◇ sticking to the policies adopted by the group even if they don't work/have unintended consequences
- ◇ mental deficiency as a result of group pressures
- ◇ don't want to question leaders'/colleagues' ideas
- ◇ no bickering to spoil the cozy 'we-think' atmosphere
- ◇ as group cohesiveness (feeling accepted by others) increases so does groupthink (you want it to stay that way; be accepted)
- ◇ any lingering uncertainties: give benefit of the doubt to the group consensus

illustration: Tienanmen Square

- ◇ when there were the famous protests in Tienanmen Square (1989)
- ◇ there was a military/police for some time to supervise the protest
- ◇ but they were there already for some time so many of them could have gotten in a similar mood with the protesters, or even sympathize with them
- ◇ the commanders were smart and brought in the military from a far away region to pacify protesters

groupthink—other thoughts

- ◇ the benefit of groupthink or strong group membership is identity
- ◇ if you question and disagree too much, at some point you may lose a sense of who you are
- ◇ groups identify you: say catholic, student, married, etc
 - great to free yourself from cages of group-think and membership
 - but you pay price: disorientation, losing identity, loneliness, lack of belongingness etc etc

groupthink related: social construction of reality

◆ Berger and Luckman (1966), Wildavsky (1987), Pierson (2000)

- ◆ reality is socially constructed: people think what others around them think (I live in NY, I am a Democrat, and agree on everything Democrats agree upon)
- ◆ hence, it is difficult to bring about the change
 - somebody mentioned lass class Deliberative Polling: you need to educate people first, otherwise they won't understand what you are doing
- ◆ and the same thing with path dependency: history tends to repeat itself and changes are not very likely
- ◆ then it seems, that for a change to happen you need either: a critical mass of new people with new thinking, few but very able leaders

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phases

- ◇ data (what is happening?)
- ◇ goals→projects→plans→details→do something
- ◇ data again (did it work?)
 - remember to break it into small actionable short term tasks
 - max impact, the biggest bang for the buck; most projects sound reasonable but only few make the biggest difference
- ◇ build a movie theater in Camden ? yes, reasonable; build a gym ? yes, reasonable...etc etc; but resources are limited, opportunity cost—always need priorities

what is likely to work?

- ◇ what worked in the past
- ◇ what is working in other areas
- ◇ but places are different
- ◇ make sure that you are comparing areas with similar conditions
- ◇ and try to make educated guesses about the future (e.g. Ted Talks, The Economist)—nothing is forever: Detroit, Sillicon Valley, etc
- ◇ important: people overestimate that things will never change (e.g. all empires collapsed, people did not believe even after the fact (Nial Fergusson))

treat causes, not symptoms

- ◇ putting out fires and making pain less painful is important
 - e.g. police crime and provide food for homeless
- ◇ but it won't fix problems; need to think about underlying causes

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the idea...

- ◇ figuring out an impact of a program/policy is difficult
- ◇ you need to exclude alternative explanation (maturation, regression to the mean, INUS, etc)
- ◇ it all boils down to the idea of counterfactual
 - that is what would have happened had we not implement the policy
 - that is you want to compare after-policy to fictitious without-policy
- ◇ an example would be new residents after 15k housing incentives in Camden vs no such policy
 - e.g. after the policy we may have fewer new residents than before; but had the trend continued we would have

cost-benefit analysis

- ◇ most policies sound reasonable and bring some positive effect
- ◇ but it's not enough
 - think how much they cost
 - and how much regulatory burden (red tape) they add
 - does it work in practice (externalities, pervasive incentives, opportunity cost): e.g. bailout-TBTF
- ◇ and periodically overview, simplify and standardize
 - as you keep on adding things, it becomes unwieldy (US tax system)

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community organizing models

- ◇ Alinsky model: use a professional organizer
- ◇ Boston model: contact people and appeal to their self-interest
- ◇ visioning: imagine desirable future and figure out how to get there
- ◇ comprehensive-rational planning: analyze data (academic-like)
- ◇ strategic planning: SWOT (Strengths, Weaknesses, Opportunities, Threats)(e.g. a list in “why did i get married”)
- ◇ appreciative inquiry: identify strengths and successes, focus on the positive

deliberative pooling

- ◇ first, need to educate people about the issues and only then ask for their opinion
- ◇ otherwise they don't know what they are talking about
- ◇ Fishkin at Stanford
<http://cdd.stanford.edu/polls/docs/summary/>

be positive and constructive!

- ◇ don't get into negative groupthink of public policy/adm
- ◇ use appreciative inquiry:
 - identify strengths and focus on those and build on them further
- ◇ there are always some strengths!
- ◇ e.g. poverty and decline: cheap labor and property, etc
etc

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traditional vs modern

- ◇ it used to be about the ownership, regulation and management of land and buildings...
 - good transportation is important
- ◇ the new stuff: “smart growth” / “new urbanism”:
 - anti-sprawl, reuse of space, mixed uses (Jacobs, [1961] 1993), walkability
 - and LIVABILITY (we will talk about it later)
- ◇ it's more human than firm friendly

smart growth

- ◇ Mix land uses (yes!)
- ◇ Take advantage of compact building design (yes!)
- ◇ Create a range of housing opportunities and choices (no free market?)
- ◇ Create walkable neighborhoods (yes!)
- ◇ Foster distinctive, attractive communities with a strong sense of place (but how?)
- ◇ Preserve open space, farmland, natural beauty, and critical environmental areas (none of that belongs to city!)

smart growth

- ◇ Strengthen and direct development towards existing communities
- ◇ Provide a variety of transportation choices
- ◇ Make development decisions predictable, fair, and cost effective
- ◇ Encourage community and stakeholder collaboration in development decisions
- ◇ but community and city are polar opposites:
Gemeinschaft v Gesselschaft
- see my book: ch. Gemeinschaft/Gesselschaft

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a business approach

- ◇ and now a little of a business approach...
- ◇ we need some business approach
- ◇ it is businesses not government that create jobs
 - discussion ? anybody disagree ?
 - anybody Keynesian ?

cluster definition (p16 Porter, 2000)

- ◇ A cluster is a geographically proximate group of interconnected companies and associated institutions in a particular field, linked by commonalities and complementarities.
- ◇ The geographic scope of clusters ranges from a region, a state, or even a single city to span nearby or neighboring countries (e.g., southern Germany and German-speaking Switzerland).
- ◇ The geographic scope of a cluster relates to the distance over which informational, transactional, incentive, and other efficiencies occur.

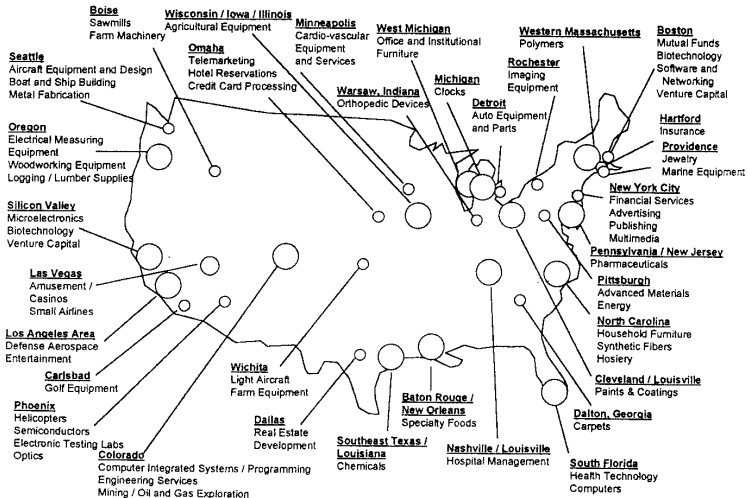
cutting across industries

- ◇ so what really is a cluster?
- ◇ it is several industries
- ◇ not a single industry, but also not a large group like manufacturing/services
- ◇ e.g. Massachusetts medical devices cluster: electronic equipment, plastic products, etc
- ◇ e.g. Silicon Valley: programmers, venture capitalists, etc, etc

location matters

- ◇ clusters are key for economic development
- ◇ and there is a role for local government to support them (crony capitalism?)
- ◇ clusters improve productivity by improving access to information and inputs
 - facilitate complementaries
 - improving incentives and performance measures

Figure 2
Selected Regional Clusters of Competitive U.S. Industries



a paradox

- ◇ the world is flat but spiky...
- ◇ clusters matter and are resilient
- ◇ “the most enduring competitive advantages in a global economy seem to be local” (p32 Porter, 2000)

an outcome line

- ◇ business people:
 - ◇ standard of living/qol/happiness ← competitiveness and productivity
- ◇ soc sci/ policy makers:
 - ◇ standard of living/qol/happiness ← public policy
- ◇ we should talk to each other and try to understand...
- ◇ it's like we are from Venus and they are from Mars

clusters and productivity

- ◇ clusters help with productivity: agglomeration economies
 - cost minimization due to proximity of inputs or proximity to markets
 - access to specialized inputs and employees

clustering and innovation

- ◇ more clearly and rapidly perceive buyer needs
- ◇ concentration of firms with buyer knowledge and relationships
- ◇ competitive pressure, peer pressure, constant comparison
- ◇ on the other hand, clusters can retard innovation:
 - groupthink:
 - reinforcing old behaviors
 - suppressing new ideas
 - creating rigidities that suppress the new

big and old don't innovate

- ◇ a related problem here is that big and old companies don't innovate, because
 - difficult to make disruptive changes; go to a board room and say that you have a brilliant idea to do things in a completely new way
 - you'll get fired
 - you better start a new company from ground up
 - path dependency, and groupthink
- ◇ examples: blockbuster and netflix; myspace and facebook

role of govt

- ◇ Porter argues that traditional distinction between laissez faire and intervention is useless
- ◇ whatever increases productivity is good
- ◇ so the govt should stay away from trade barriers, pricing
- ◇ but help with education, training, competition
antitrust(anti-monopoly), safety, environmental impact
- (from “Location, Clusters and The New Microeconomics of Competition” M Porter)
- ◇ (but income ineq!)

clusters and outsourcing

- ◇ yes, outsourcing is a powerful force and is responsible for many jobs lost to developing countries
- ◇ but so is the power of clusters and it is overlooked
- ◇ the cheapest labor and tax places often lack proper infrastructure
 - hence businesses would go to more expensive China with good infrastructure than less expensive poorer countries with no infrastructure

inequality

- ◇ in global economy skilled people prosper because larger market and demand for their work
- ◇ less skilled people have to compete, on the other hand, with lower wage labor supply from poor countries
- ◇ but that's the role of public policy to make sure equal opportunity exists
- ◇ inequality and social ills are not a result of capitalism but of poor public policy (pub pol should correct capitalism problems)
- ◇ we should address root causes rather than try to prevent the competitive process
- ◇ similarly AEI: equality of opportunity instead of welfare

it's like with technology

- ◇ we can do more good and more bad
- ◇ we used to have horses and bayonets (pres Obama)
- ◇ now we have drones, nuclear weapons, etc

clusters are different from industrial policy

- ◇ clusters are more spontaneous and industrial policy top-down
- ◇ industrial policy “targets” some industries for support
 - “returns to scale” is important: help “infant industries” achieve a threshold (a critical mass)
 - can subsidize, give tax breaks (but fairness?)
 - e.g. Camden Redevelopment Agency is trying that with housing giving you \$15K in incentives

location of clusters

- ◇ they are in the cities
- ◇ clusters are based on agglomeration economies,
face-to-face exchange of ambiguous information,
cooperation
- ◇ you need high density for that, many people in one place