planning and strategy

adam okulicz-kozaryn

`adam.okulicz.kozaryn@gmail.com`

this version: Tuesday 7th October, 2014   21:35

outline

misc

organizational behavior (Natemeyer and McMahon, 2001)

reality is socially constructed (Berger and Luckman, 1966, Wildavsky, 1987)

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

program evaluation/impact analysis

community development (ch 4)

BERGER, P. AND T. LUCKMAN (1966): <u>The Social Construction of Reality: A Treatise in the Sociology of Knowledge</u>, Garden City, NY: Doubleday.

BLAKELY, E. AND N. LEIGH (2009): <u>Planning local economic development: Theory and practice</u>, Sage Publications, Inc.

NATEMEYER, W. AND J. MCMAHON (2001): <u>Classics of organizational behavior</u>, Waveland Pr Inc.

PIERSON, P. (2000): "Increasing Returns, Path Dependence, and the Study of Politics," <u>American Political Science Review</u>, 94, 251.

WILDAVSKY, A. (1987): "Choosing Preferences by Constructing Institutions: a Cultural Theory of Preference Formation," <u>American Political Science Review</u>, 81, 3–21.

Necessary readings

◇ Wildavsky (1987)

outline

misc

organizational behavior (Natemeyer and McMahon, 2001)

reality is socially constructed (Berger and Luckman, 1966, Wildavsky, 1987)

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

program evaluation/impact analysis

community development (ch 4)

continue from previous class

◇ we will start with slide 10 of the.pdf

◇ let's have some class discussion and discuss the necessary readings

__outline__

misc

organizational behavior (Natemeyer and McMahon, 2001)

reality is socially constructed (Berger and Luckman, 1966,
Wildavsky, 1987)

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

program evaluation/impact analysis

community development (ch 4)

and now some organizational behavior

◇ let's first define some basic ideas that would help us understand more specialized/down-to earth things

◇ a great book: classics of organizational behavior (Natemeyer and McMahon, 2001)

· it's about human behavior; traditi

◇ when you think of planning and strategy (regional development in general) you need to be aware of some psychological regularities

groupthink

◇ 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

◇ people would follow whatever is the mainline
◇ see also Asch experiments
   http://en.wikipedia.org/wiki/Asch_conformity_experiments

◇ need a fresh blood; bring in somebody from a different
   geographical location or from a different field

◇ otherwise you all gonna start thinking the same way

groupthink

◇ shared illusions, grouppy 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

groupthink

$\diamond$ members of group collectively create rationalizations to discount warnings/negative feedback

$\diamond$ members of the group believe in stereotypes (nothing can help Camden); yet everything ends; Camden won't be poor one day; the question remains when...

$\diamond$ and they believe in they morality, they are the good guys; the others, e.g. politicians, policymakers are the bad guys

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

outline

misc

organizational behavior (Natemeyer and McMahon, 2001)

reality is socially constructed (Berger and Luckman, 1966, Wildavsky, 1987)

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

program evaluation/impact analysis

community development (ch 4)

two classics

◇ Berger and Luckman (1966)

◇ Wildavsky (1987)

◇ also interesting: Pierson (2000)

why does it matter for regional development

◇ reality is socially constructed: people think what others around them think (I live in NY, I am a Democrat, and agree on everything Democarts 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; other resources...

outline

misc

organizational behavior (Natemeyer and McMahon, 2001)

reality is socially constructed (Berger and Luckman, 1966, Wildavsky, 1987)

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

program evaluation/impact analysis

community development (ch 4)

phases

◇ data (what is happening?)

◇ goals— >projects— >plans— >details

◇ data again (did it work?)

◇ things to keep in mind...

· 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

◇ buid a movie theather in Camden ? yes, reasonable; build a gym ? yes, reasonable...etc etc; but resources are limitied, opportunity cost–you 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

◇ e.g.: losing businesses and jobs, population flight

outline

misc

organizational behavior (Natemeyer and McMahon, 2001)

reality is socially constructed (Berger and Luckman, 1966, Wildavsky, 1987)

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

program evaluation/impact analysis

community development (ch 4)

the idea...

◇ figuring out an impact of a program/policy is difficult

◇ you need to exclude alternative explanation (maturation, regression to the mean, 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 even

fewer

cost-benefit analysis

◇ "are those policies worth borrowing money from China"
  (Romney)

◇ 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)

outline

misc

organizational behavior (Natemeyer and McMahon, 2001)

reality is socially constructed (Berger and Luckman, 1966, Wildavsky, 1987)

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

program evaluation/impact analysis

community development (ch 4)

public participation

◇ Tocqueville found America to be a vibrant civil society
  lots of voluntary associations, organizations
  lots of public action

howto organize a community

⋄ "doesn't have to be big to be successful" (**?**, p 67)

⋄ it begins with a one person who want to change something

⋄ many forms:

· unions organize workers

· constituency organizing based on socio-demographics:
  gender, race, language

· issue organizing addresses a particular concern, e.g. school,
  taxes, housing, cigar smoking

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

unappreciative inquiry

⋄ most of you are doing unappreciative inquiry

⋄ complainning about failed redevelopment in Camden

⋄ stressing problems

⋄ stressing failiures

⋄ and leaving reader upset

break it down into pieces

◇set intermediate golas ! don't overwhel yourself; break it
  down into managable pieces; don't try to redevelop
  Camden, but focus on a specific project and its subparts

action plan of development

◇ asses fit if vision and project

◇ analyze the situation

◇ asses helping and hindering forces

◇ decide who is going to do it and how

◇ create a community resource inventory

◇ monitor, evaluate and revise (keep track)

survey research

◇ find out about attitudes, opinions, values and behavior

◇ do not do too early: residents may not be aware of all the issues

◇ and not too late: they will think their input is meaningless

◇ face-to-face: best response rate, $> 70\%$

◇ mail surveys are the cheapest (and can also mail some visual aids, e.g. maps etc)

deliberative pooling

◇ first, need to educate people about the issues and only then ask for their opinion

◇ otherwise they don't know whatthey are talking about

◇ Fishkin at Stanford

`http://cdd.stanford.edu/polls/docs/summary/`

community based organizations

⬦ CDC is a private, nonprofit entity serving low-income community

· governed by a community based board, and serving as an ongoing producer in housing (90%); but also in commercial, industrial or business development

⬦ more than 4,600 CDCs in the US with median age of 18 years (**?**, p 93)

⬦ a common critique of CDC: institutionalization reduces their willingness to to fight for basic structural change

⬦ community youth organizations are important because there are many problems with the youth

next week

◇let's have a look at the next week's slides