

Contents

Preface 5

Part 1 Introduction

- | | |
|---|-----------|
| 1. Planning Practice and Political Power | 9 |
| Public Planning | 9 |
| Planning and Political Power | 13 |
| 2. Planning Practice and Planning Theory | 21 |
| The Uses of Theory in Planning | 21 |
| Is There a Theory-Practice Gap? | 25 |
| Planning Theory Today | 28 |
-

Part 2 Foundations of Public Planning

- | | |
|--|-----------|
| 3. Running the Gauntlet of Planning Critics | 35 |
| Planning Is Perilous | 36 |
| Planning Is Impossible | 37 |
| Planning Is Impotent | 39 |
| Planning Is Malevolent | 42 |
| Planning Is Unconstitutional | 43 |
| Planning Is... Alive and Well | 47 |
| 4. Rationales for Public Planning | 50 |
| The Search for Planning's Bedrock | 50 |
| The Public Interest: Real or Illusory? | 53 |
| Conclusions | 58 |
| 5. The Critical Role of Values and Ethics | 62 |
| Values | 62 |
| Ethics | 67 |
| Conclusions | 75 |
-

Part 3 Alternative Paradigms for Public Planning Introduction

- | | |
|---|-----------|
| 6. Centralized Rationality: The Planner as Applied Scientist | 81 |
| The Nature of Rationality | 81 |
| Rationality-Based Planning Strategies | 87 |
| The Latest Contender: Strategic Planning | 89 |
| Current Status of the Rationality Concept | 91 |
-

7. Centralized Non-Rationality: The Planner Confronts Politics	97
Simon Says "Satisfice" 97	
Incrementalism 99	
Current Status of Incrementalism 101	
8. Decentralized Rationality: The Planner as Political Activist	107
Advocacy Planning 107	
Current Status of Advocacy Planning 114	
9. Decentralized Non-Rationality: The Planner as Communicator	119
Postmodernism 119	
Planning as Communicative Action 121	
Implications for Practice 123	
Current Status of the Communicative Action Concept 125	
<hr/>	
Part 4 Toward a More Practical Strategy	
Introduction	
10. Setting the Stage: Ideas, Feedback, Goals—and Trial Balloons	139
Where Do Planning Ideas Come From? 139	
The Critical Role of Feedback 144	
Formulating Workable Goals: Easier Said Than Done 145	
The Benefits of Creative Trial Ballooning 153	
11. The Feedback Strategy of Public Planning	158
Planning as Social Experimentation 158	
The Habits of Effective Planners 160	
The Feedback Strategy 161	
How the Feedback Strategy Relates to Other Paradigms 176	
Potential Shortcomings of the Feedback Strategy 178	
<hr/>	
Part 5 Effective Planning in a Political Milieu	
12. The Politically Savvy Planner	185
The Nature of Political Savvy 185	
The Elements of Political Savvy 188	
13. Vision	196
The Importance of Vision 196	
How to Be a Visionary—and Keep Your Job 201	
<hr/>	
References	205
<hr/>	
Index	213
<hr/>	