

Meeting Social Complexity in Urban Planning

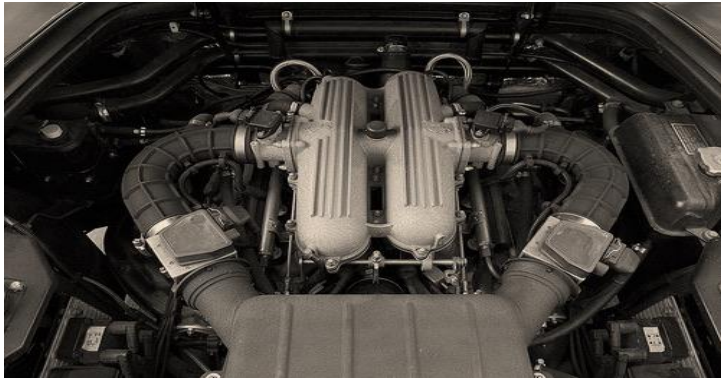
Lessons from the Gothenburg Urban Cable Way Project
Seminar for SALAR International Conference

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Complex Social Problems

What they look like. How they behave.



Simple

- Diagnose and repair
- Linear and logical

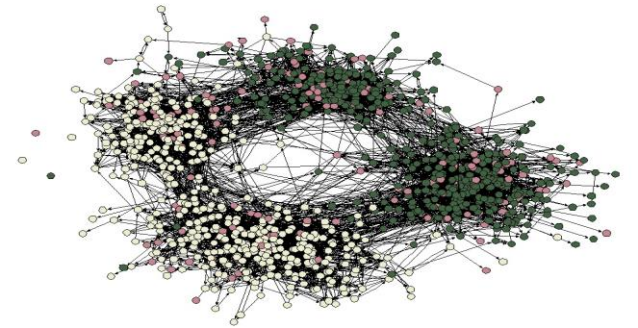
Examples: repair a machine
bake a cake, build temporary
housing



Complicated

- Multiple, linked simple problems
- Requires expert knowledge

Examples: to send a robot to
mars, organising refugees



Complex

- Dynamic, constantly changing
 - Non-linear
 - Multiple parts and levels
- Examples: poverty, inclusion and
integration

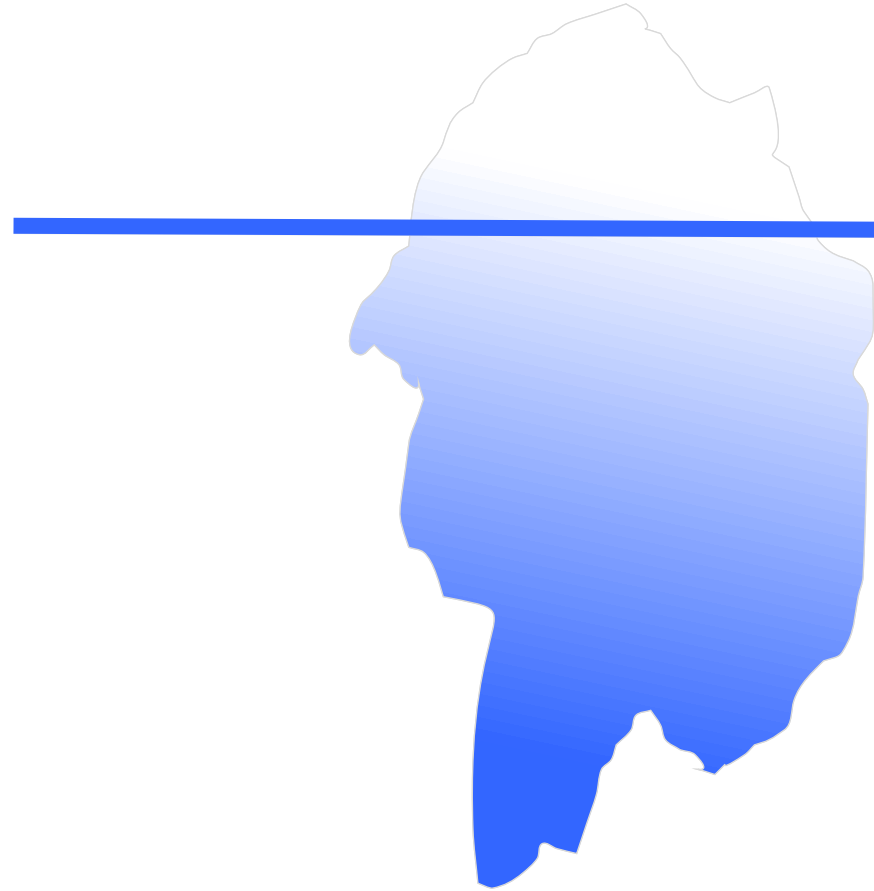
Two processes at once

Primary process

- The formal planning process
- Communication

Secondary process

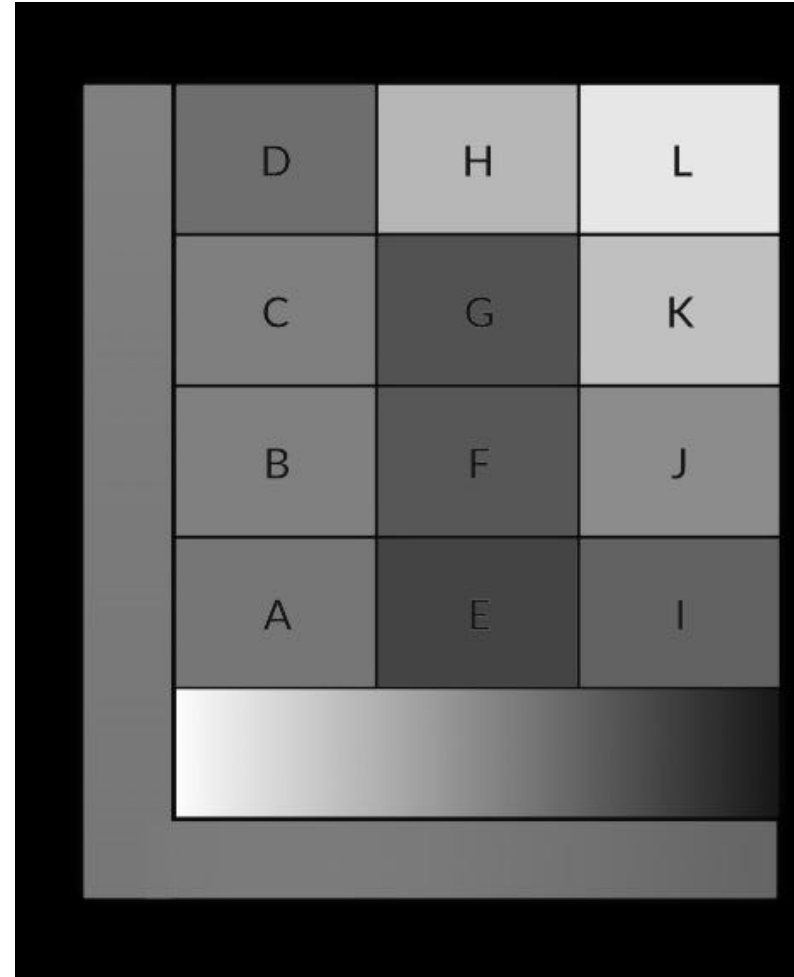
- Trust
- Disgruntlement with other processes



Conflict

How conflict and complexity are related

- Marginalisation leads to the escalation of conflict
- Complex problems require broad inclusion



Urban Planning Challenges for Dialogue

Non-linear and linear processes

- Uncertainty vs planning
- Tension and resistance and the issue of competency
- Relationships and trust
- Taking responsibility for democracy (NIMBY)

Urban Planning Challenges for Dialogue

Expectations from the public and planners' reality

- Participation and influence vs experts
- Feeling marginalised and the results
- The problem with large meetings
- Facilitation – a broad definition

A Process for Complex Problems

A Model and Meta-skills

- Methods and toolboxes – ok for simple problems, but ..
- Attitude or meta-skills are more important than methods
- The need for facilitators and process designers
- A model offers flexibility

Meta-skills

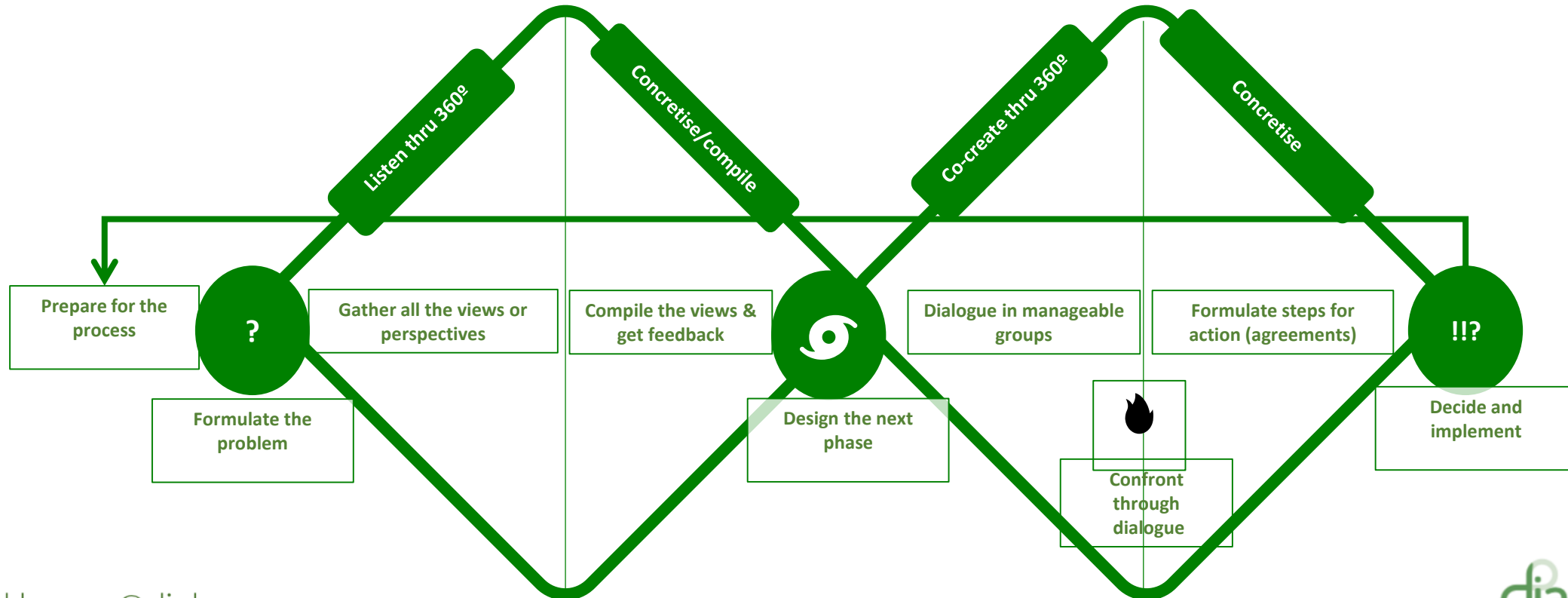
Facilitator's and Designers basic attitude

- Neutrality
 - Non-judgement
 - Compassion
- Inclusion
 - Avoid marginalisation – include all perspectives
 - The wisdom of the "no"
- Creating understanding
- A positive view of Conflict

A Model

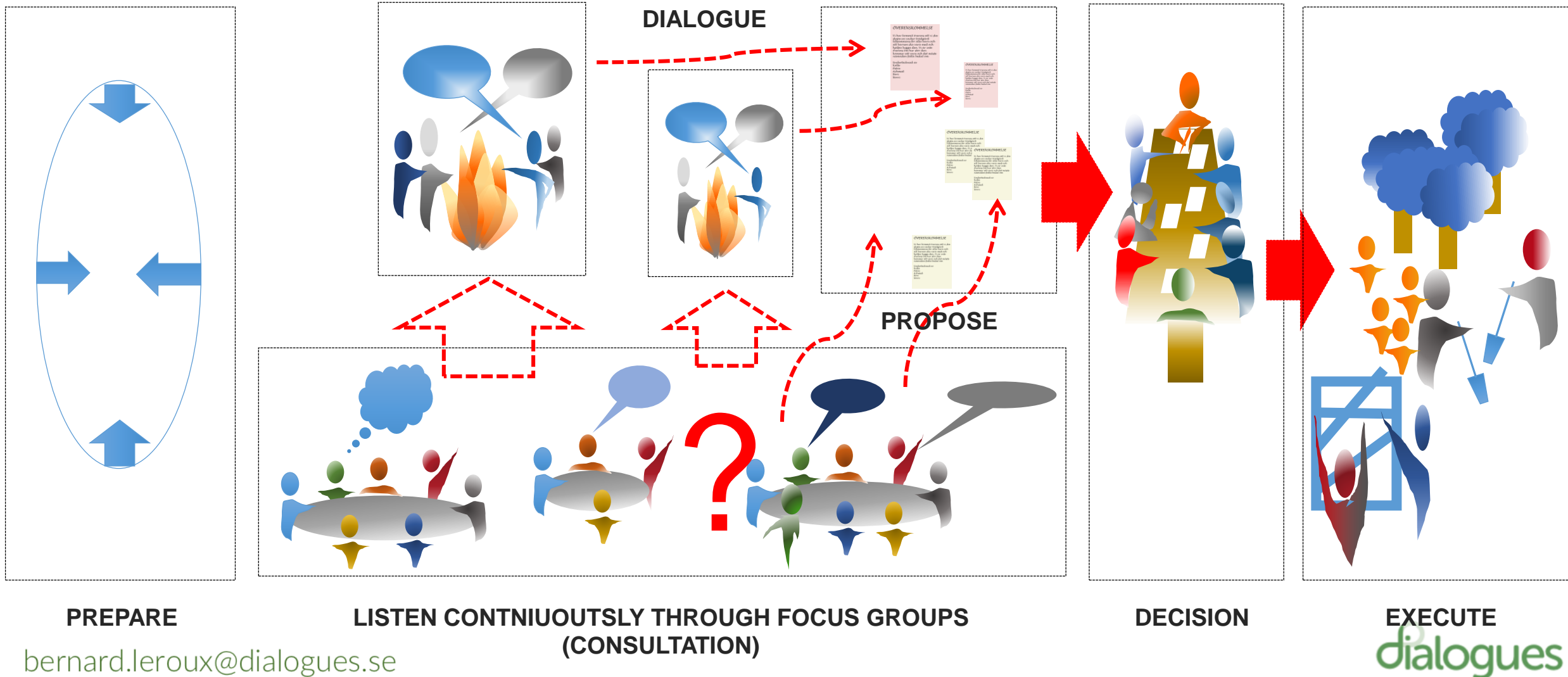
A generic model developed with SALAR

Next loop or iteration



A Model

Adapted model for Gothenburg City Cable Way



Thank you

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