governance/planning as fractal

Lucia Dobrucká
Five principles for victory

Heaven, Generals, Earth, Laws, Tao

Strategic configuration of power

... ability to select men and employ strategic power.

Tao: Why?
continuity, consistency, purpose
values, motives, reasons, desires, evolution, history, development

Heaven: What?
balanced development, cyclical changes
aims, goals, practical objectives

Generals: Who?
subjective dimension of human minds
character, abilities of powerful individuals

Earth: When/Where?
non-controllable context
objective reality, situation

Laws: How?
controllable conditions, means, tactics
structures, processes, methods, tools, resources, control
aims
balanced development

leaders
Mayor, board

town with strong identity

context

means = aims

DSM establish system, processes

leaders
head of DSM

Mayor, board

inhabitants, structures

means = aims

strategic documents, negotiations, employees, resources

tourism

leaders
head, employee

context

established system, processes

means = aims

plans, projects
Why?
continuity, consistency, purpose, values, motives, reasons, desires, evolution
Heaven: What?
- balanced development, cyclical changes
  - aims, goals, practical objectives

Generals: Who?
- ‘character’ of leaders
  - powerful groups, individuals

Earth: When/Where?
- non-controllable context
  - objective reality, situation

Laws: How?
- controllable conditions, means, tactics
  - structures, processes, methods, tools, resources, control

Tao: Why?
- continuity, consistency, purpose
  - values, motives, reasons, desires

triangle of power

subjective dimension of human minds
- character, abilities of powerful individuals

realpolitik
Bent Flyvbjerg, 1998
planning vs. power
'Thus one who excels at warfare seeks (victory) through the strategic configuration of power, not from reliance on men. Thus he is able to select men and employ strategic power.'

‘The general is the supporting pillar of state. If his talents are all-encompassing, the state will invariably be strong. If the supporting pillar is marked by fissures, the state will invariably grow weak.’

Sun Tzu