

Systems PlanningSM

Systems PlanningSM was formally established in 2012 (Perdicoulis, 2014a), after two decades of applied R&D in strategic planning and System Dynamics (Perdicoulis, 2014d). This is the foundation document of Systems PlanningSM (systemsp Planning.org).

1 In a nutshell

Systems PlanningSM is a curated cooperative quest for *the art of efficiency*TM with regard to human activities and constructs (e.g. plans, their preparation, and respective systems), materialising as a *holistic conduct platform*TM that prizes and promotes shared understanding as well as stakeholder competences. Associated activities and documents are of the highest standard, with relevance to research, education, and/ or praxis.

2 Overview

Systems PlanningSM stems from well-known methodological developments in various fields of knowledge, including System Dynamics and Systems Thinking, project management, and strategic planning (Perdicoulis, 2014d). The initiative is a *holistic conduct platform*TM dedicated to *the art of efficiency*TM (§ 3). It is accessible at systemsp Planning.org and curated by a trustee with the help of a select team^a.

Systems PlanningSM develops and maintains its own planning methodology (SPMSM) (Perdicoulis, 2014b) and modelling language (SPMLSM) (Perdicoulis, 2014a), both of which focus on three related ‘planning objects’: *systems* (e.g. city, state, enterprise), *processes* (e.g. operations, projects), and *plans* (or policies, or strategies) (Perdicoulis, 2014f). Common undertakings are prototyping, review, and revision of the objects of interest (Perdicoulis, 2014h).

Systems PlanningSM consolidates its body of knowledge in original and carefully prepared scholarly publications through an *independent* editorial venture — **Perdicoulis Publishing**SM — striving for exceptional quality in the documents and the process of their creation, from research to typesetting (Perdicoulis, 2014g), while steering clear of ‘exploitation’ or ‘underground’ publication models (Perdicoulis, 2014i).

Systems PlanningSM introduces a new genre of scholarly journals, designated as ‘lab journals’ — i.e. workspaces for critical thinking, learning, and creative contribution. Consequently, their articles are essays or essays — both from *essayer* [F], to try. All publications are open to authors respecting the cause^b, character^c, reach^d, and objects^e of Systems PlanningSM, and also open to bona fide and well-intended contributions and feedback (e.g. ‘peer reviews’) (Perdicoulis, 2014g).

Systems PlanningSM empowers stakeholders by developing their competences and autonomy. Key initiatives include **Cognitive Coaching**SM (professional accompaniment), **Boutique Consulting**SM (free-standing, customised, small-scale, ‘turn-key’ projects, showcasing good practice), **Scholarly Clubs**SM (broad cultural and communicational competences, or *culture beneath technique*TM), and **Specialist Workshops**SM (training for specific and realistic planning tasks).

^a Systems PlanningSM is managed by a trustee — currently its founder: A. Perdicoulis
^b The underlying (i.e. *subject*) cause of Systems PlanningSM (Perdicoulis, 2014e)
^c Created by the *distinctive marks* of Systems PlanningSM (Perdicoulis, 2016a)
^d The *niche* of Systems PlanningSM (Perdicoulis, 2014i)
^e The *objects of interest* of Systems PlanningSM (Perdicoulis, 2014f)

3 Identity

DESIGNATION^a Holistic^b conduct^c platform^{d,e}™ (Perdicoulis, 2014i, 2010)

CAUSE^f Efficiency^g (Perdicoulis, 2014e)

MOTTO^h *The art of efficiency*TM (Perdicoulis, 2013b, 2014e,k)

APPROACH Structure-function-form (SF2TM) vision (Perdicoulis, 2014c), research-based^l, praxis-oriented^k, and application-tested^l innovation (Perdicoulis, 2014b,a), as well as transferable skills^m (Perdicoulis, 2014j) and knowledgeⁿ (Perdicoulis, 2014g)

UNDERTAKINGS Prototyping, review, and/ or revision of (Perdicoulis, 2014h, 2016a) any project, plan, policy, or strategy (Perdicoulis, 2014f) of any city, state, enterprise, or civil society (Perdicoulis, 2014i) with explicit reasoning and communication (Perdicoulis, 2010)

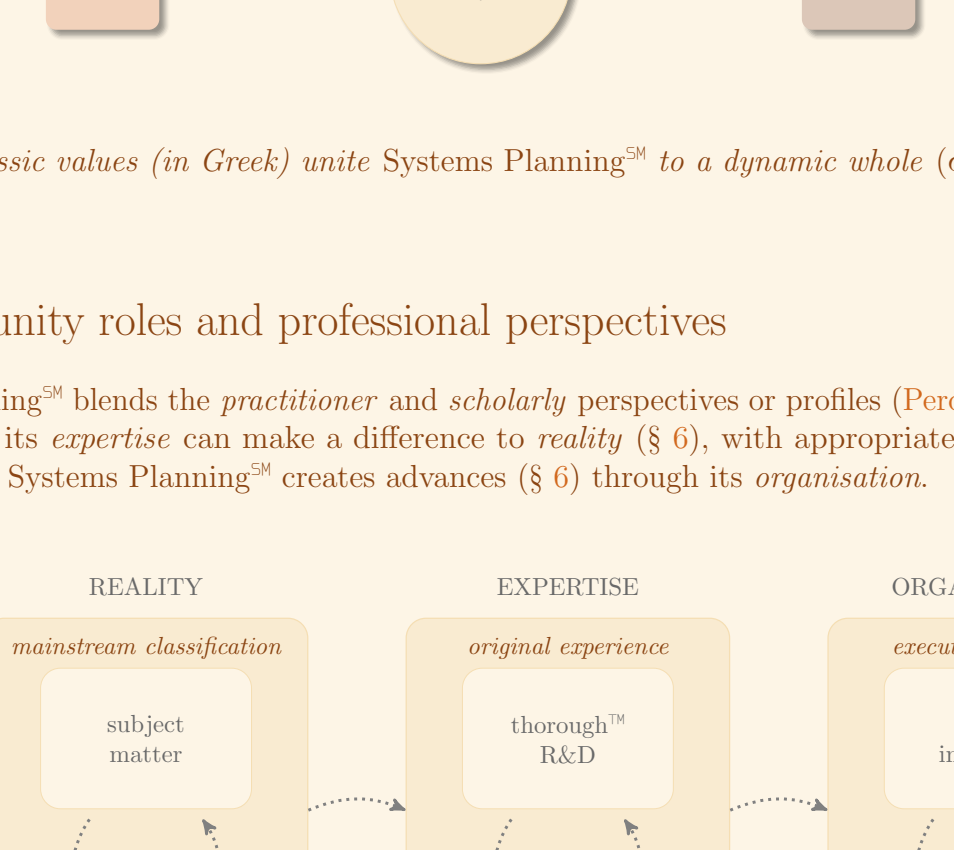
CHARACTER^o Custom-created, explicit, ‘designer’ diagrams (Perdicoulis, 2014a) depicting the dynamics of systems, processes, or plans (Perdicoulis, 2014f) with understanding rather than mere information (Perdicoulis, 2012a, 2016a) and scientific rigour conducive to reliability (Perdicoulis, 2012b)

^a The objective existence of Systems PlanningSM — cf. Cause
^b Considering the whole as the interconnected set of its parts
^c The manner in which an organisation or activity is managed or directed
^d Vehicle for expressing one’s views and/ or initiating action
^e In a *holistic* context, the ‘conduct’ naturally extends to associated ‘constructs’ (Perdicoulis, 2014f)
^f The concept and corresponding physical manifestations to which Systems PlanningSM is dedicated — cf. Motto
^g Epitomised as *Haute Culture*TM (Perdicoulis, 2014j, 2015a)
^h Encapsulates the *quest* of Systems PlanningSM in a *holistic* expression of efficiency — cf. Cause
ⁱ The ability to do something well, acquired through study and practice, or its expression/ manifestation
^j Systems PlanningSM website — *Lab* section
^k Systems PlanningSM website — *Office* section
^l Systems PlanningSM website — *Studio* section
^m Systems PlanningSM website — *School* section
ⁿ Systems PlanningSM website — *Store* section
^o Related to λόγος [Gk] as complementary facets — i.e. narrative, reason, science — aiming respectively for clarity, comprehension, and reliability (Perdicoulis, 2016a)

4 Unity

Systems PlanningSM develops holistic human excellence (αρετή) (Perdicoulis, 2014i) through *education* (παιδεία), *Knowledge* (γνώση) implies ‘know-how’ (τέχνη), *reasoning/ understanding* (λόγος), as well as *experience* (Perdicoulis, 2016a, 2014i). All this prepares for the achievement of *quality* (ποιότητα) such as efficiency (Perdicoulis, 2014e) in the *essence*^a or *substance*^b (ουσία) of its objects — i.e. systems, processes, plans (Perdicoulis, 2014f).

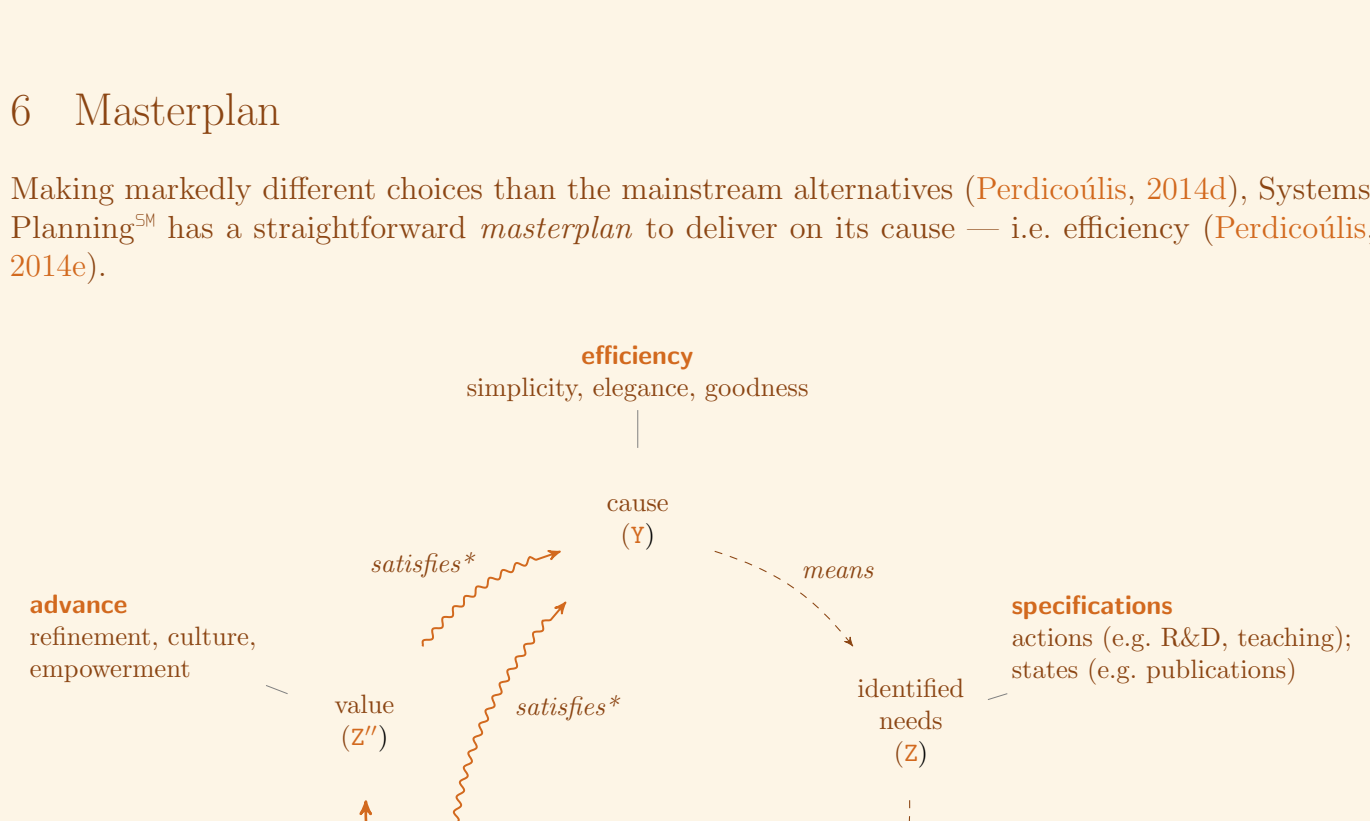
^a More appropriate for *entities* (Perdicoulis, 2014f)
^b More appropriate for *phenomena* (Perdicoulis, 2014f)



Classic values (in Greek) unite Systems PlanningSM to a dynamic whole (ὅλον)

5 Community roles and professional perspectives

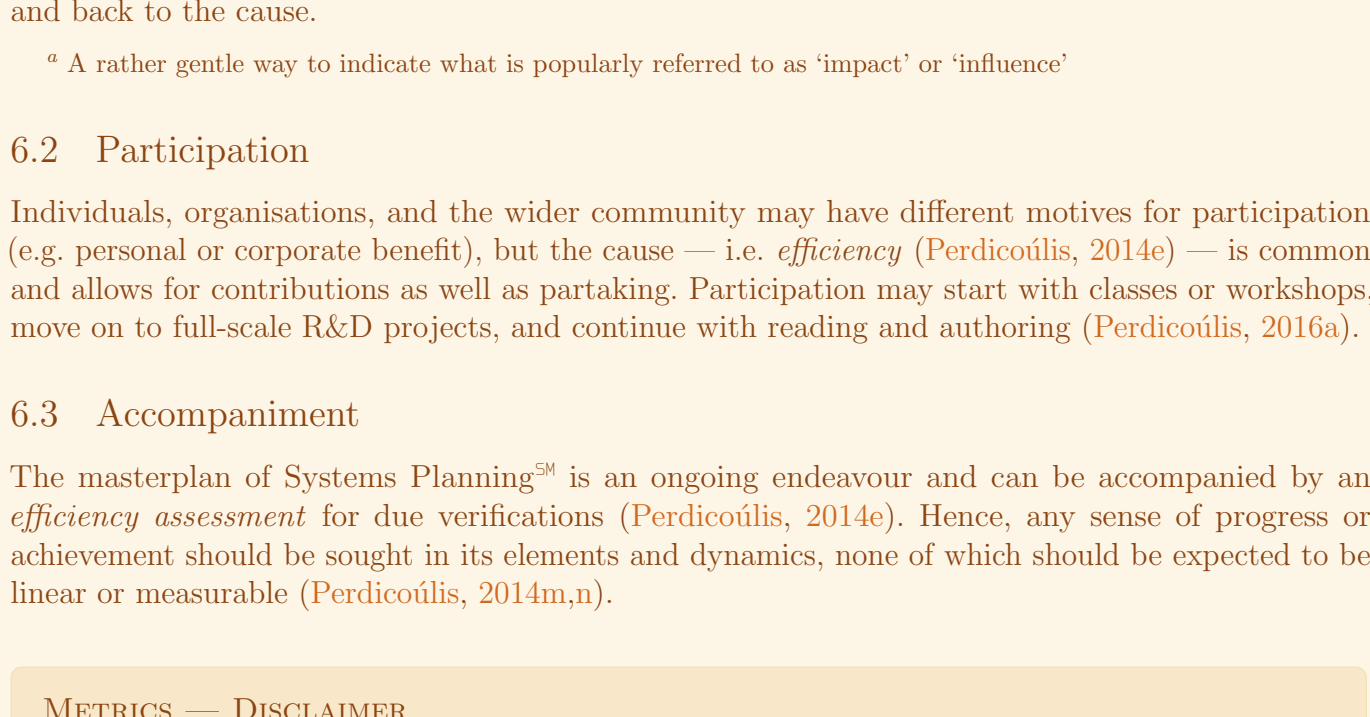
Systems PlanningSM blends the *practitioner* and *scholarly* perspectives or profiles (Perdicoulis, 2014i,r) in a way that its *expertise* can make a difference to *reality* (§ 6), with appropriate feedback. Less conspicuously, Systems PlanningSM creates advances (§ 6) through its *organisation*.



The expertise and organisation of Systems PlanningSM in relation to ‘reality’: Community roles: panel pairs (economic/ social; scientific/ pedagogic: right); Professional perspectives/ profiles: rows (upper: practitioner; lower: scholarly); Subject matter: professional fields (Perdicoulis, 2014i) and activities (Perdicoulis, 2016b, 2014k,p) — cf. objects of interest (Perdicoulis, 2014f)

6 Masterplan

Making markedly different choices than the mainstream alternatives (Perdicoulis, 2014d), Systems PlanningSM is a straightforward *masterplan* to deliver on its cause — i.e. efficiency (Perdicoulis, 2014e).



The expertise and organisation of Systems PlanningSM in relation to ‘reality’: Community roles: panel pairs (economic/ social; scientific/ pedagogic: right); Professional perspectives/ profiles: rows (upper: practitioner; lower: scholarly); Subject matter: professional fields (Perdicoulis, 2014i) and activities (Perdicoulis, 2016b, 2014k,p) — cf. objects of interest (Perdicoulis, 2014f)

6.1 Making a difference as a whole

The masterplan as a whole constitutes a vital map for *making a difference*^a in the world — from the cause (Y: efficiency) to the objectives (Z: identified needs), to the effort (X: preparation and praxis), and back to the cause.

^a A rather gentle way to indicate what is popularly referred to as ‘impact’ or ‘influence’

6.2 Participation

Individuals, organisations, and the wider community may have different motives for participation (e.g. personal or corporate benefit), but the cause — i.e. *efficiency* (Perdicoulis, 2014e) — is common and allows for contributions as well as partaking. Participation may start with classes or workshops, move on to full-scale R&D projects, and continue with reading and writing (Perdicoulis, 2016a).

6.3 Accompaniment

The masterplan of Systems PlanningSM is an ongoing endeavour and can be accompanied by an *efficiency assessment* for due verifications (Perdicoulis, 2014e). Hence, any sense of progress or achievement should be sought in its elements and dynamics, none of which should be expected to be linear or measurable (Perdicoulis, 2014m,n).

METRICS — DISCLAIMER

Bespite their infiltration into academic performance and their consequent popularity, *metrics* (e.g. bibliometrics, scientometrics, or even ‘performance’ and ‘productivity’) reduce science, knowledge, and the associated human effort to objects of measurement and calculation (Perdicoulis, 2015c), so they are dissociated from Systems PlanningSM as *demeaning, distracting, and discouraging*.

7 Reliability standing

Systems PlanningSM conveys its social responsibility in an ambitious *reliability standing*, expressed as *concern–guidance* tandems and integrated into its comprehensive *quality provisions* (Perdicoulis, 2016a).

SOLID FOUNDATIONTM *Concern*: Good science and engineering — *Guidance*: Carefully researched and diligent methods (Perdicoulis, 2014b) and techniques (Perdicoulis, 2014a), observing quality praxis^a in science and engineering (Perdicoulis, 2014i)

HUMAN SENSITIVITYTM *Concern*: Sophisticated stakeholders and professionals — *Guidance*: Educational empowerment^b through the development of holistic competences in a broad cultural context (Perdicoulis, 2014j)

LITERARY FINESSETM *Concern*: Advanced communication and understanding — *Guidance*: Uncompromising visualisation (Perdicoulis, 2014c) and understanding^c of dynamic content (Perdicoulis, 2014f) through expository writing and rigorous dialoguing (Perdicoulis, 2014k)

PRACTICAL APPLICATIONSTM *Concern*: Advanced problem-solving and decision-making — *Guidance*: Formal problem-solving (Perdicoulis, 2014b) with multiple stakeholders (Perdicoulis, 2014i) through articulate, disclosed, and examinable reasoning (Perdicoulis, 2014j)

POISED DISTINCTIONTM *Concern*: Quality work over popularity — *Guidance*: Mature presence^d alongside the mainstream alternatives (Perdicoulis, 2014d), guided by ‘doing a good job’^e (Perdicoulis, 2016a) rather than seeking popularity^f (Perdicoulis, 2014g)

^a The selection requires pluri-annual and broad-scale international academic experience
^b Youthful MindTM qualities are highly recommended (Perdicoulis, 2014i)
^c This is the foundation of Competitive AdvantagesTM (Perdicoulis, 2014j)
^d e.g. Unanimous ConfidenceTM (Perdicoulis, 2016a), Haute CultureTM (Perdicoulis, 2014j)
^e e.g. as demonstrated by the distinctive marks of Systems PlanningSM (Perdicoulis, 2016a)
^f e.g. impact factor, rankings, citation counts (Perdicoulis, 2014g)

8 Key concepts

CAUSE Systems PlanningSM is concerned with *efficiency* and its facets such as simplicity, elegance, and goodness (Perdicoulis, 2014e)

OBJECTS Systems PlanningSM has three objects of interest (Perdicoulis, 2014f): (a) *systems* (e.g. city, state, enterprise), (b) their *operation* (i.e. processes), and (c) *instructions* for that operation (e.g. plans, policies, strategies)

VISION Systems PlanningSM is guided by a distinctive *structure–function–form* (SF2TM) vision (Perdicoulis, 2014c)

NICHE Systems PlanningSM fits in the scholarly niche of *planning methodology*, with practical use in *planning analysis and development* (Perdicoulis, 2014i)

HERITAGE Systems PlanningSM builds on the scientific tradition of related methodologies (Perdicoulis, 2014d)

INNOVATION Systems PlanningSM develops and maintains a proper planning methodology (Perdicoulis, 2014b) and modelling language (Perdicoulis, 2014a)

OPERATIONS Systems PlanningSM is dedicated to scholarly research, teaching, and praxis developments (Perdicoulis, 2014h); applications are managed by an executive interface (Perdicoulis, 2016a)

PUBLICATIONS The exploration, refinement, and dissemination of ideas in Systems PlanningSM is secured by an independent editorial venture (Perdicoulis, 2014g)

QUALITY is safeguarded through official practice, fair play, and specific standards (Perdicoulis, 2016a)

9 Antipodes

Systems PlanningSM contrasts with a number of persistent but not exactly commendable principles and practices, collectively constituting its *antipodes*.

Antipodal network — the ‘contrary’ of the Systems PlanningSM masterplan (§ 6)

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