

Note

The *niche* of Systems Planning<sup>SM</sup>, described in this document, is interactively shaped by other key commitments — e.g. cause (Perdicoulis, 2014i), objects of interest (Perdicoulis, 2014j), thorough<sup>TM</sup> R&D, domain of expertise (Perdicoulis, 2014m).

## 1 Scope of interest

### 1.1 Intellectual achievement

| TIERS     | QUANTA | ACHIEVEMENT   | VALUE                                 |
|-----------|--------|---------------|---------------------------------------|
| strategic | 4      | knowledge     | the full experience <sup>a</sup>      |
|           | 3      | understanding | explanation/ mechanisms <sup>b</sup>  |
| tactic    | 2      | information   | interpretation/ meaning <sup>c</sup>  |
|           | 1      | data          | facts/ objective reality <sup>d</sup> |

*Systems Planning<sup>SM</sup> has a greater contribution at the upper tiers (Perdicoulis, 2013, 2014a, 2016a)*

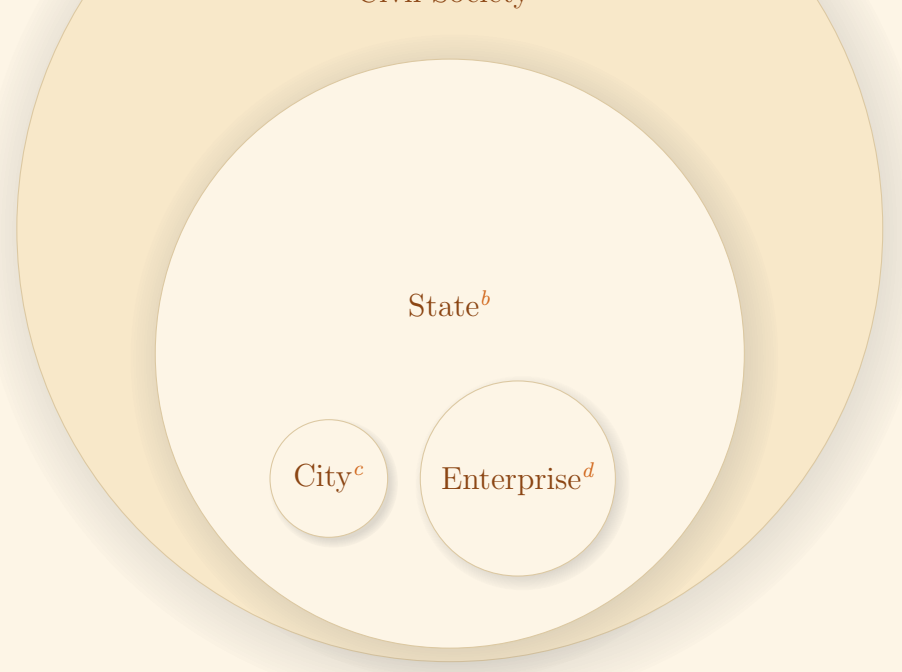
<sup>a</sup> Achieved by doing, participating, living

<sup>b</sup> The ideal content of scientific articles and books; requires curiosity and hard work (§ 5)

<sup>c</sup> Typically encountered in business reports, newspapers, etc.

<sup>d</sup> Typically encountered in databases, factsheets, etc.

### 1.2 Praxis



<sup>a</sup> Extended praxis (§ 3.2) — e.g. science; engineering; journalism; law; medicine; education

<sup>b</sup> Core praxis (§ 3.2) — e.g. public administration; policy making; regional planning

<sup>c</sup> Core praxis (§ 3.2) — e.g. information management; decision making; urban planning; impact assessment

<sup>d</sup> Core praxis (§ 3.2) — e.g. business administration; strategy making; project management; process modelling

## 2 Scholarly perspective/ profile

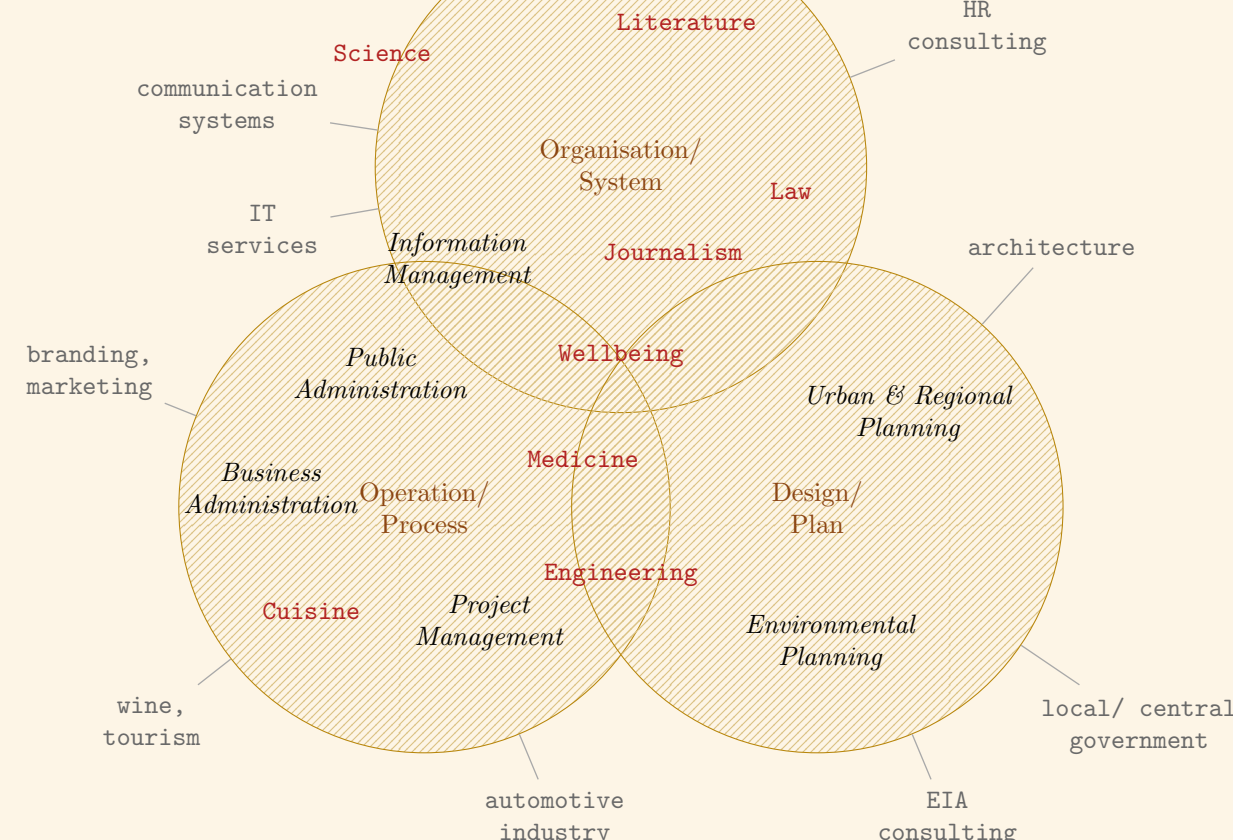
### 2.1 Original challenges

- HOW TO PREPARE a [plan/ policy/ strategy] that delivers as promised?
- HOW TO MINIMISE what can go wrong in a [plan/ policy/ strategy]?
- HOW TO VISUALISE the way [side-effects/ impacts] arise in a project?
- HOW TO DISCOVER innovative mitigation solutions to [side-effects/ impacts]?
- HOW TO VERIFY that an argument is well structured and convincing?
- HOW TO COMMUNICATE what is on your mind (e.g. what you want to achieve)?
- HOW TO OPTIMISE the efficiency of a planning operation (e.g. tasks, resources)?
- HOW TO CHECK that a decision is [formed/ made] in the most appropriate way?
- HOW TO KNOW that [anything] is ‘good’ or ‘fit for purpose’?
- HOW TO EXTRACT human-readable mental models from AI?
- HOW TO INSTRUCT AI with human-readable mental models?
- HOW TO DISCERN causality in data mining operations?
- HOW TO CREATE mental models out of narratives?

### 2.2 Research topics

- TYPES OF DIAGRAMS used in [spatial/ sectoral/ business] plans
- FORMS OF ARGUMENTATION used in [spatial/ sectoral/ business] plans
- GOVERNMENT CHALLENGES in [local/ regional/ national] spatial planning
- TYPES OF DECISION-MAKING used in [public/ business] administration
- CAUSE-AND-EFFECT EXPRESSIONS in [EISs/ ERs/ plans/ strategies]
- THE PLANNING PROCESS in [public/ business] administration
- PROCESS MODELLING in [spatial/ sectoral/ business] projects
- PERFORMANCE in [spatial plans/ business strategy/ public policy]
- COGNITION in planning: restrictions, resolutions, and enhancements
- QUALITY of information: perception, communication, verification
- METHODOLOGY of research: protocol, sources, cognition, proof

## 3 Practitioner perspective/ profile



*Applications of Systems Planning<sup>SM</sup> in a subject matter view (Perdicoulis, 2014l) — Disks: professional fields (§ 3.1) and associated objects of interest (Perdicoulis, 2014j); Professional activities: business sectors (§ 3.2) indicated by pins; core industries (§ 3.2) in black text; extended industries (§ 3.2) in red text (Perdicoulis, 2016d, 2014n,k)*

### 3.1 Professional fields

- ORGANISATION FIELD (system-centric) — e.g. governance/ administration
- OPERATION FIELD (process-centric) — e.g. plan/ project management
- DESIGN FIELD (plan-centric) — e.g. sectoral/ strategic planning

### 3.2 Professional activities

#### *Business sectors*

- BRANDING/ MARKETING
- TEACHING/ RESEARCH
- IT SERVICES
- COMMUNICATION SYSTEMS
- CULTURE
- HR CONSULTING
- ARCHITECTURE
- LOCAL/ CENTRAL GOVERNMENT
- EIA CONSULTING
- AUTOMOTIVE INDUSTRY
- WINE/ TOURISM

#### *Core industries/ Formal planning*

- URBAN AND REGIONAL PLANNING
- PUBLIC ADMINISTRATION AND POLICY MAKING
- BUSINESS ADMINISTRATION AND STRATEGY MAKING
- PROJECT MANAGEMENT AND PROCESS MODELLING
- INFORMATIONAL MANAGEMENT AND DECISION MAKING
- ENVIRONMENTAL PLANNING AND IMPACT ASSESSMENT

#### *Extended industries*

- SCIENCE
- ENGINEERING
- MEDICINE
- LAW
- JOURNALISM
- LITERATURE
- THEATRE
- CUISINE
- WELLBEING

## 4 Stakeholders

### 4.1 Academics

- RESEARCHERS — e.g. career, occasional
- EDUCATORS — e.g. professors, instructors, coaches
- STUDENTS — e.g. in engineering/ science/ arts/ management

### 4.2 Practitioners

- EXECUTIVES — e.g. administrators, in-house planners/ managers
- ENTREPRENEURS — e.g. start-up/ spin-off owners
- CONSULTANTS — e.g. in planning/ management

### 4.3 Community

- ASSOCIATIONS/ NGOs — e.g. local/ regional development
- PROFESSIONS — e.g. medicine, law, journalism
- INDIVIDUALS — e.g. junior talent

## 5 Selection

By the **Selective Commissioning<sup>TM</sup>** principle (Perdicoulis, 2014l), Systems Planning<sup>SM</sup> works with progressive and demanding organisations featuring **Youthful Minds<sup>TM</sup>** — i.e. with *curiosity*<sup>a</sup> to understand ‘how things work’ (v. § 1.1) and *freedom*<sup>b</sup> to ‘make things right’. These are initial conditions, and are rarely formalised.

At a more detailed level, in order to form appropriate *work relationships* — e.g. according to experience, knowledge, rigour, and/ or skills —, it is essential to get to know people and/ or documents *per se*. Depending on the degree of formality required, a *fitness-for-purpose* or **Suitability Screening<sup>TM</sup>** may be necessary (Perdicoulis, 2016b,c).

<sup>a</sup> Innate or induced (e.g. by circumstances, stimulation)

<sup>b</sup> Typically enabled by capacity, determination, and/ or authority

**NB:** Fitness for purpose<sup>a</sup> or suitability (e.g. for publication or teamwork) keeps in view that:

- The purpose must be made very clear
- Not everything can/ should be measured
- Demonstration is often a suitable method for the context
- People’s capability often varies along time, due to diverse factors
- Documents should be carefully read and assessed for quality (i.e. no proxies)
- Portfolio review places documents in context and may indicate interesting trends

<sup>a</sup> Regarding documents (Perdicoulis, 2016c) or professionals (Perdicoulis, 2016b)

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