

Role of planners

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Sun Tzu

Five principles for victory

what	Heaven (balance, cyclical changes)
when, where	Earth (non-controllable aspects)
who	Generals (subjective dimension)
how	Laws (controllable aspects)
why	Tao (purpose, values, evolution)

Strategic configuration of power

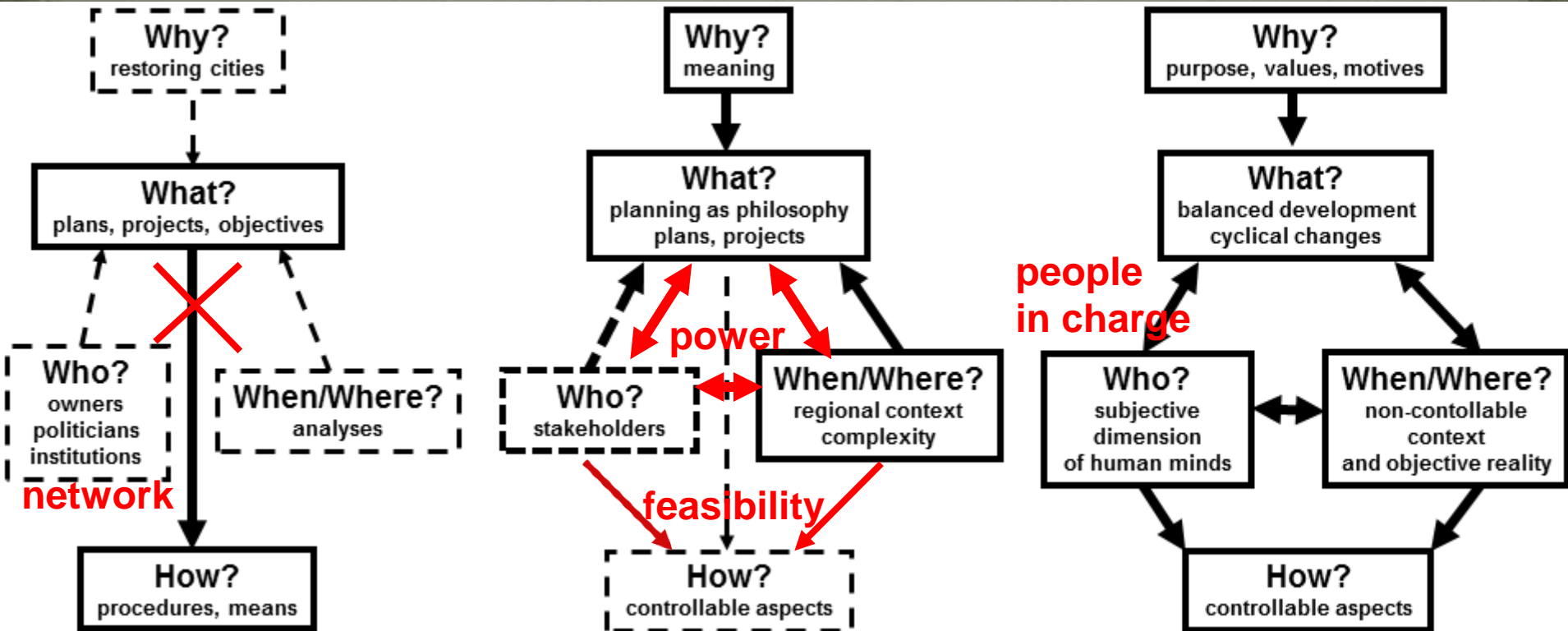
interrelationships between principles

Planning vs. Sun Tzu

technical/communicative
rationality

post-positivist complexity

ancient strategic wisdom

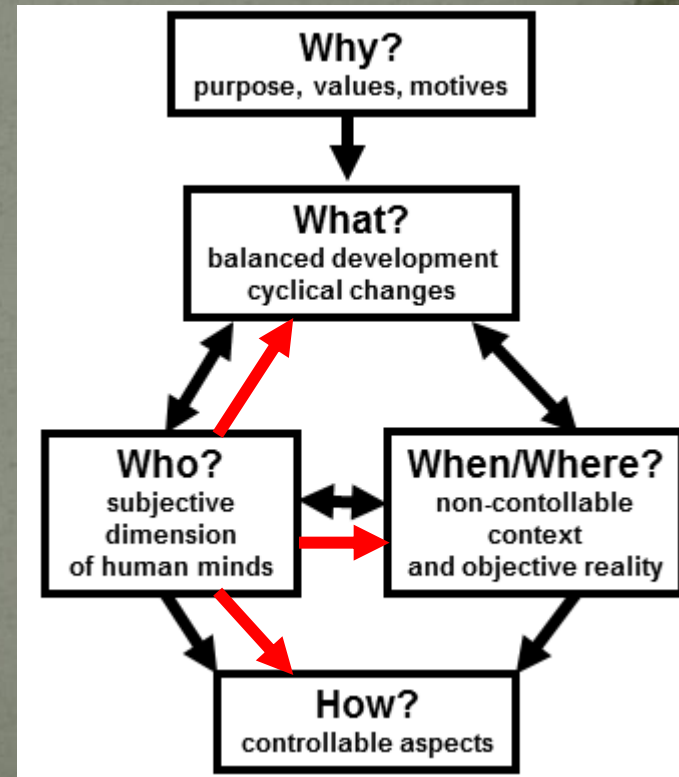


Role of planners

Planners as *Leaders* (who)

self-development of planners

- ability to identify context
- focus on feasibility
- soft personal skills



‘If one who finds that majority of factors favour him well be victorious while one who has found few factors favour him will be defeated, what about someone who finds no factors in his favour?‘

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