Reading Tips and Study Questions:
Planning as facilitation—October 17th

Required reading:

1. **(Textbook)** Chapters 1-3 in **Lawrence Susskind and Jeffrey Cruikshank**, *Breaking the Impasse: Consensus Approaches to Resolving Public Disputes* (New York: Basic Books, 1987).

2. (Case) "A Towering Dilemma," Program for Decision Cases, University of Minnesota (1988).

3. (Case epilogue) News clippings

Recommended:

4. Susskind and Cruikshank, *Breaking Robert's Rules: The New Way to Run your Meetings, Build Consensus, and Get Results* (New York: Oxford, 2006).

Tips and questions

This time, read the textbook (concepts) first, which includes many vivid and accessible examples, and then our discussion case. This is the first of two sessions in which we examine what it means for planners to act mainly as *facilitators* rather than solution-providing experts.

1. In the **Susskind and Cruikshank book,** read chapters 1 and 2 closely, and then focus on the subheadings in Chapter 3 (the main arguments under each), not the details of the many case examples they give. Susskind and Cruikshank assume that planning must function in settings where a variety of interests and perhaps values will be conflict. Broadly, their work is also in the "pluralism" category of planning theory. It's also worth nothing that they are concerned with planning in democratic societies, but the ideas have a wider application. Their book diagnoses a fundamental problem in planning and decision-making and then prescribes dispute resolution—or negotiated agreement among interested parties or "stakeholders"—as a remedy. What exactly is the big problem they are trying to remedy? What alternative approaches to disputes do they outline, and why—according to the authors—are those alternatives inadequate?

2. Read through the main case and epilogue. What are the sources of conflict over the Devils Tower in the case, and how did the public officials in the case handle the conflict? From the standpoint of the Susskind-Cruikshank model, how would you assess their handling of the situation?