



# Planning Ethics

The pride of civil servants



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# Planning Ethics

- Planning ethics are the **foundation of a specific moral value or norm** which guide professional planners' everyday practices.
- Ethical values are essential to **planners' identity, choices, practices and obligations** as civil servants.
- Planning ethics are deeply rooted in your **responsibility to the society** and **your way of life**.

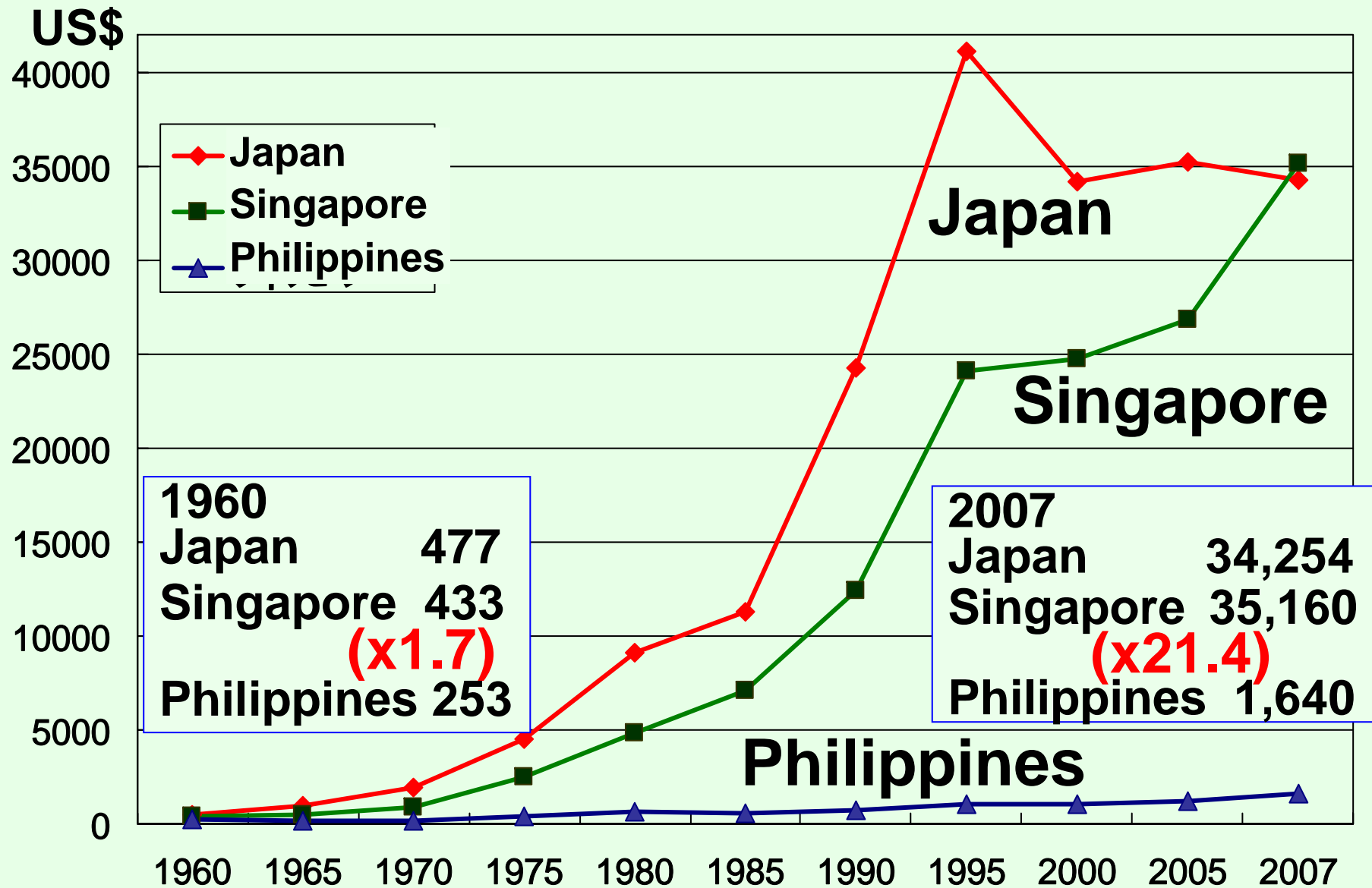
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1. Think of the Difference of Development of the Country
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# **1. Think of the difference of development of the country**

- Vision & Execution,  
Cleanness & Efficiency

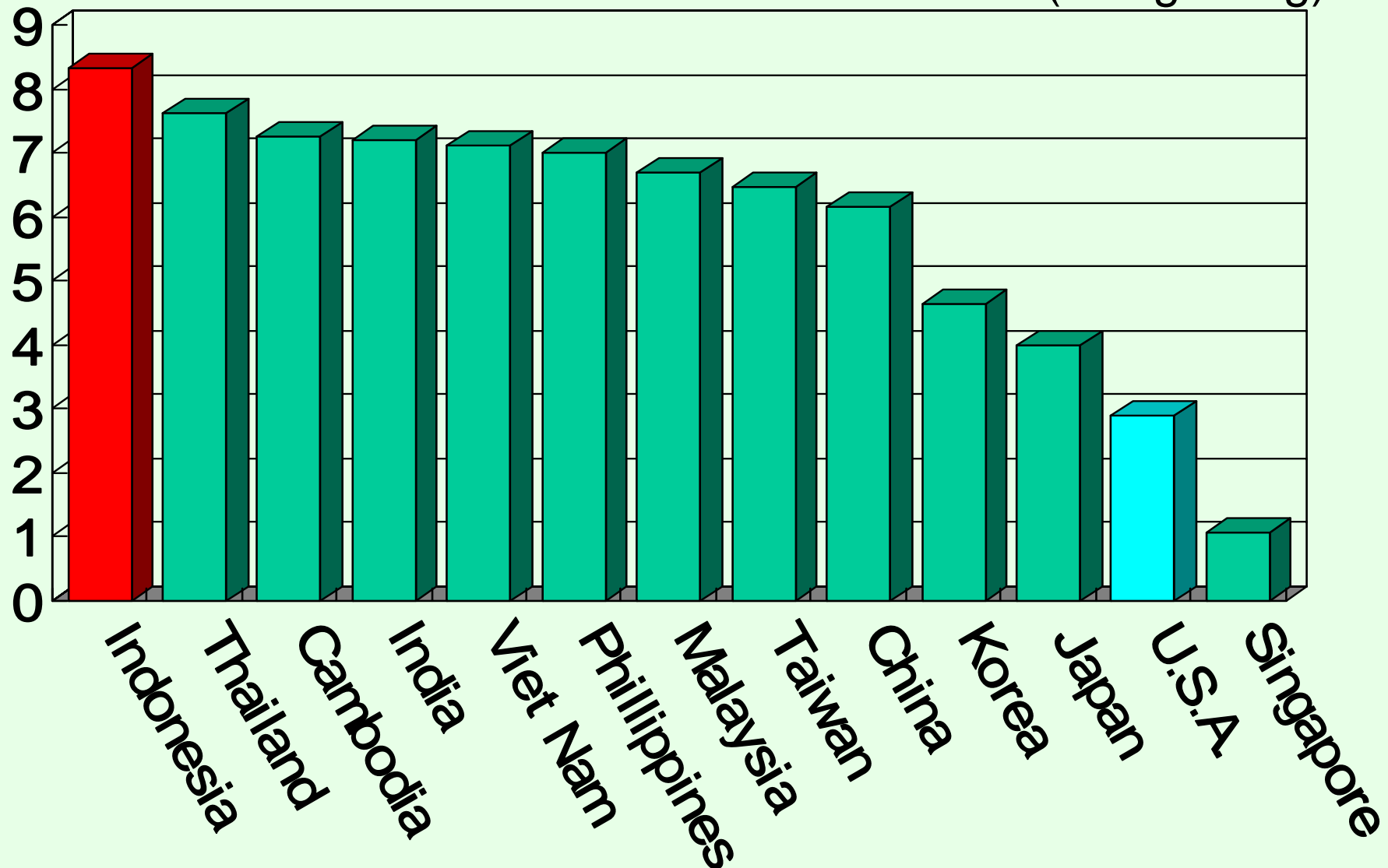
# Annual changes in GDP per capita



Source: "Economy of Asia 2000" and others (The 1999 figures for the Philippines are 1998 figures.)

# Corruption Ranking in Asia

Political and Economic Risk Consultancy, Ltd  
(Hong Kong) 2009



# Mechanism of Prosperity and Decline

- Our present **affluence** is the outcome of past efforts.
- **If you become affluent,**  
You would be satisfied with situation and tend to avoid conflict and pointing out flaws. Then further progress becomes difficult.
- **Consumption of past accumulation of wealth without creating a future**
  - Stop “having the same today as yesterday and the same tomorrow as today.”

# Creativity for the Future

- Keep challenging without being satisfied with the “present”

Carlos Ghosn, president and CEO of Nissan Motor, says “I’m a practical person. I know I may fail at any moment. That’s why I hate arrogance.”

- Tolerate diversity and seek changes.
  - Diverse values without assumptions and stereotypes
- Mission, Vision, Passion and Action
  - **The question of “what for?”**
  - Response to tomorrow’s as well as today’s issues



## **2. Think from the original role of Society**

- Administrative officers work for society and are paid out of taxpayers' money.

# Basic role of the community/society



**Education**

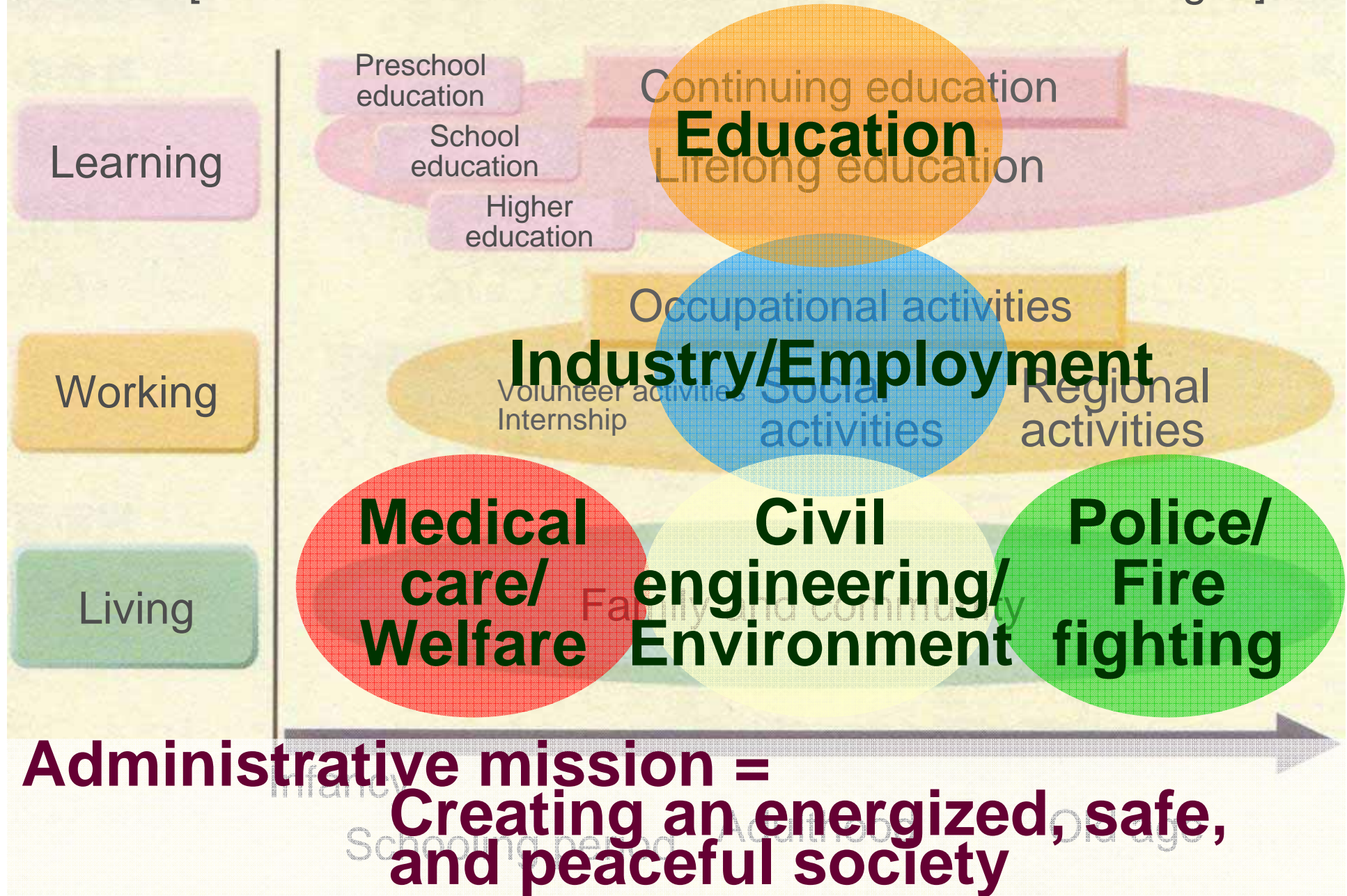
**Police**

**Fire  
fighting**

**Medical  
care**



## [The Three Fields of Human Activities and Life Stages]



# Residents and Administration

- Administrative officers are also residents who work full-time for society on salaries paid by residents.
  - \* Civil servants
- Without the active participation of residents, society will not generate wealth.
  - Encouraging and supporting regional efforts
- From local necessities
  - Only regions which try to solve local problems and necessities conscientiously can produce results.

# Examples of Various Regional Issues

- **Health and medical care, welfare**

- Physical health (e.g. lifestyle and medical examinations)
- Mental health (e.g. prevention of suicides and depression control)
- Support for the disabled (e.g. activity support, shelter workshops, social rehabilitation)
- Elderly people (e.g. comfortable places to stay in the community, dementia, home care)

- **Crime and disaster prevention**

- E.g. community activities, improvement of facilities and equipment, emergency support

- **Child rearing and education**

- E.g. experiencing nature, day care, discipline, truancy, foreign children

- **Environment/landscape**

- E.g. environmental education and landscape creation

- **Transportation/housing/industrial promotion/  
employment, etc.**

# Collaboration

Government cannot solve every problems, so collaboration is important

- Collaboration among various professions, organizations, enterprises, and administration in society
- Sharing awareness of issues and building a consensus for action without using command

Character which is relied on in organization

- Person who doesn't repeat excuses, escape from difficulties and responsibilities
- Person who has own dreams and ethics



# Coordinator

Development of a social system that makes the most of social resources by connecting organizations & people

- ◆ **Driven by “good anger” over social issues**
  - ◆ **Powered by a comprehensive view and action focusing on local issues**
  - ◆ **Sharing awareness of issues and building a consensus for action without using command**
- 
- **Jobs that produce results beyond the individual ability by connecting the power of various people and organizations**
  - **Jobs that play an essential part to realize them without bragging**

# Dialogue Ability

- Ability to actively listen to people
- **Trust that true intentions will always be responded to** - Character
- Ability to clearly translate what a participant really mean for other members
- Ability to sort out issues and understand others' positions



# Planning Ability

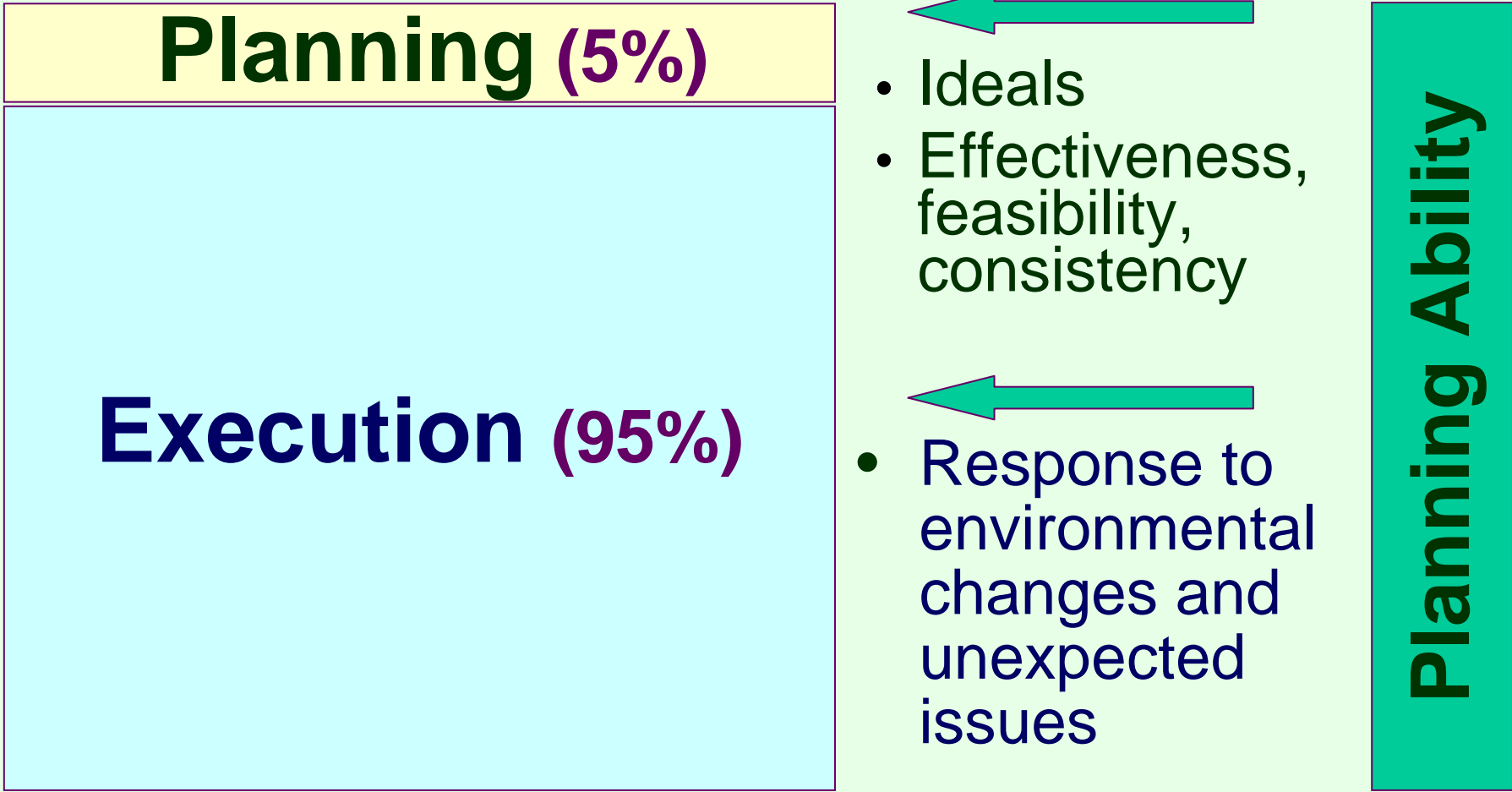
- Expose looming local problems,
  - Sort out issues by studying materials and data,
  - Consider the direction for the solution and the methods of achieving this,
  - Summarize them in concrete proposals.
- } “Planning ability” in a narrow sense
- Promote parties concerned to share awareness of issues,
  - Build a consensus for action, and
  - Respond to environmental changes and unexpected problems.

\* **“Planning ability” in a broader sense means the realization of plans.**

# Planning and execution

## Planning (5%)

## Execution (95%)

- 
- Ideals
  - Effectiveness, feasibility, consistency
  - Response to environmental changes and unexpected issues

Planning Ability

Nissan President Ghosn (at the time of the announcement of the Nissan Revival Plan in October 1999)

**“Creating the plan is only 5% of our efforts toward revival. The remaining 95% lies in its execution.”**

# Planning process

**1. Undercurrent changes in a society**

**2. Surfaced Problems**

**3. Basic direction of solution**

**4. Outline of problems, segmentation,  
Time-line of solution by bird's-eye view**

**5. Necessary solutions**

**Short cut**  
**Scratch the surface**

### **3. Think of Our Mission and Pride**

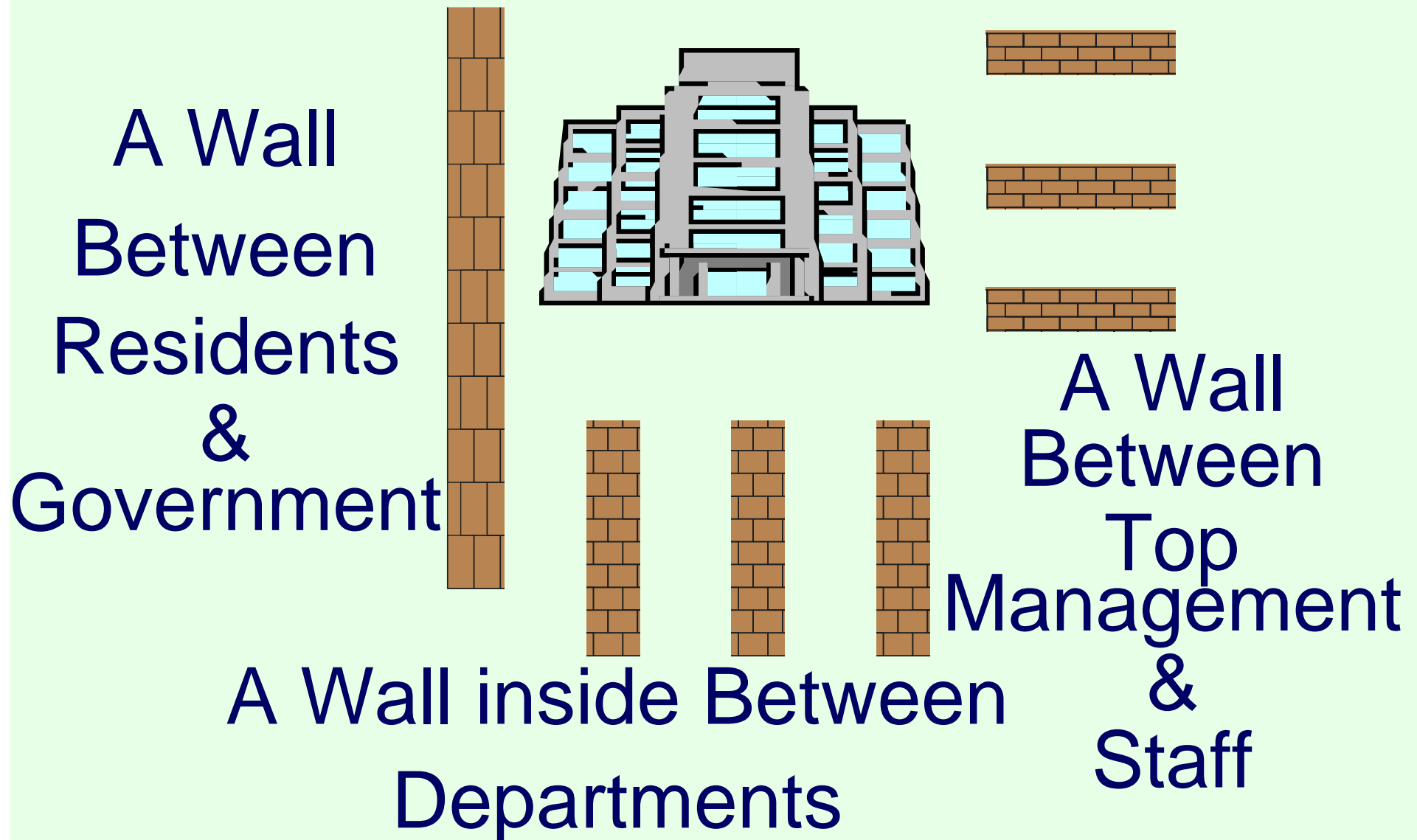
- Responsibility to the future society

# The Next 100 years

President Clinton's 1999 State of the Union address

- A hundred years from tonight, another American President will stand in this place and report on the State of the Union.
- He or she will look back on a 21st century shaped in so many ways by the decisions we make here and now.
- So let it be said of us then that **we were thinking not only of our time, but of their time.**

# Three Walls



# Transparency, Participation and Priority

- **Transparency**

- Transparency is essential to keep any organization clean by enabling outside checks.

- **Participation**

- Residents' participation is the only way for an administration to make use of the power of society.

- **Priority**

- Priority is more important than efficiency.  
Efficiency is a process and Priority is a purpose.

# Ideal Administration

- Administration with a streamlined structure and high degree of adaptability
  - A responsible approach that can respond to the changes of the times
- Reliable administration with great sensitivity and responsiveness
  - Links with society, free from bureaucrat ego
- Administration that takes on social irrationality
  - Good anger that does not allow for resting on vested interests



# Attraction of Administrative Work

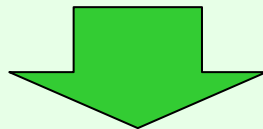
- Working full-time for creating social systems
  - Administration that can cooperate and have dialogues with citizens
- ✧ **Being able to pursue ideals because of the lack of necessity for the pursuit of profits**
- **We receive society from the previous generation and pass it to the next generation**
  - **How much we can improve**

# Bureaucracy

- **“I’ve been doing things like this so far.”**  
Just following according to precedent
- **“It’s none of my business.”**  
Perfectionism in a miniature garden
- **“I haven’t been heard about it”**  
Throwing one’s weight around
- **“Do you have any assurance of success?”**  
Hampering other’s motivation
- **“We need much more careful consideration.”**  
Avoiding decisions and procrastinating.
- **Think about what should be done,  
not what you want to do, or you can do easily.**

## **5 Question by Dr. Drucker**

- **What is our mission?**
- **Who is our customer?**
- **What does the customer value?**
- **What are our results?**
- **What is our plan?**



**Think ethics with these questions.**

# Phrases

**In a generous America you don't have to be rich to achieve your potential.** Keynote address at the 2004 Democratic National Convention by Barack Obama.

**We should be in a place where children can dream of any kind of life for themselves regardless of their race, their gender, their socioeconomic status.** By Michelle Obama in 2008

**I have a dream that one day, ... Little black boys and black girls will be able to join hands with little white boys and white girls as sisters and brothers.** By Martin Luther King, Jr in 1963

## Phrases - 2

### **Good anger against absurdity in society**

- steady and patient effort for a better society

### **For the future generation**

- what kind of society will you hand over

### **No approach run means no jump.**

- begin with small achievements and keep trying

### **Last one meter**

- don't give up your efforts just one meter from the final line

### **A rolling stone gathers no moss.**

- a person who is positive and making efforts, never gets rusty due to his motion for the future.

# Planning ethics

**Ethics are not just rules of behavior.**

**Ethics are responsibilities to society  
and history.**

**Ethics are vital to a forward looking  
attitude.**

**Ethics are the foundation of  
professionals.**

**Ethics are the pride of civil servants.**

# “To have” or “To be”

- You will be remembered by how you have lived not by what you possessed

