



PLANEAMIENTO CON PROBLEMAS RETORCIDOS (wicked problems)

Adrian Vickery Hill
Metroplan - 22/05/14

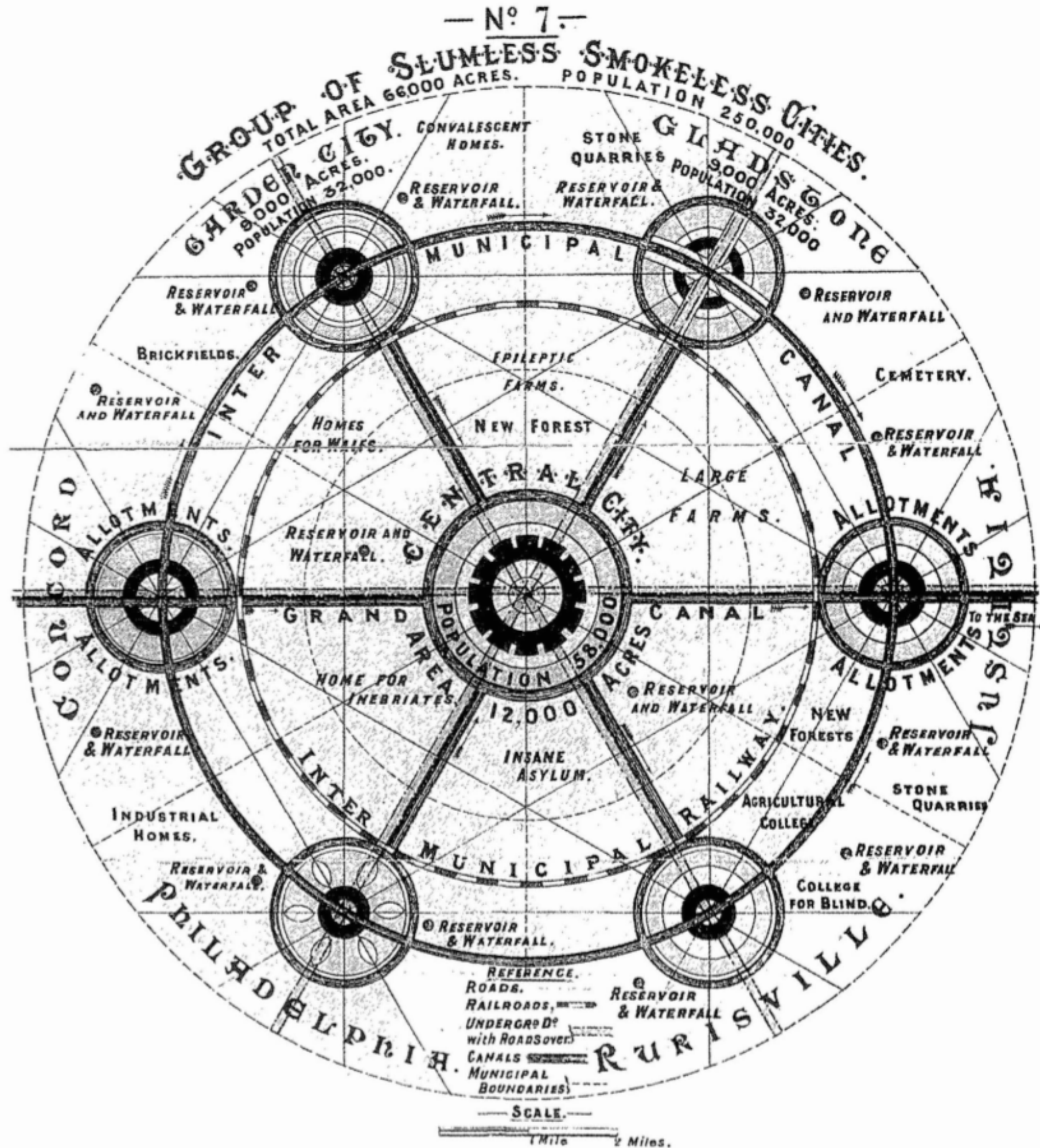
1. PROBLEMAS RETORCIDOS
(WICKED PROBLEMS)

**2. MANERAS DE TRABAJAR CON
PROBLEMAS RETORCIDOS**

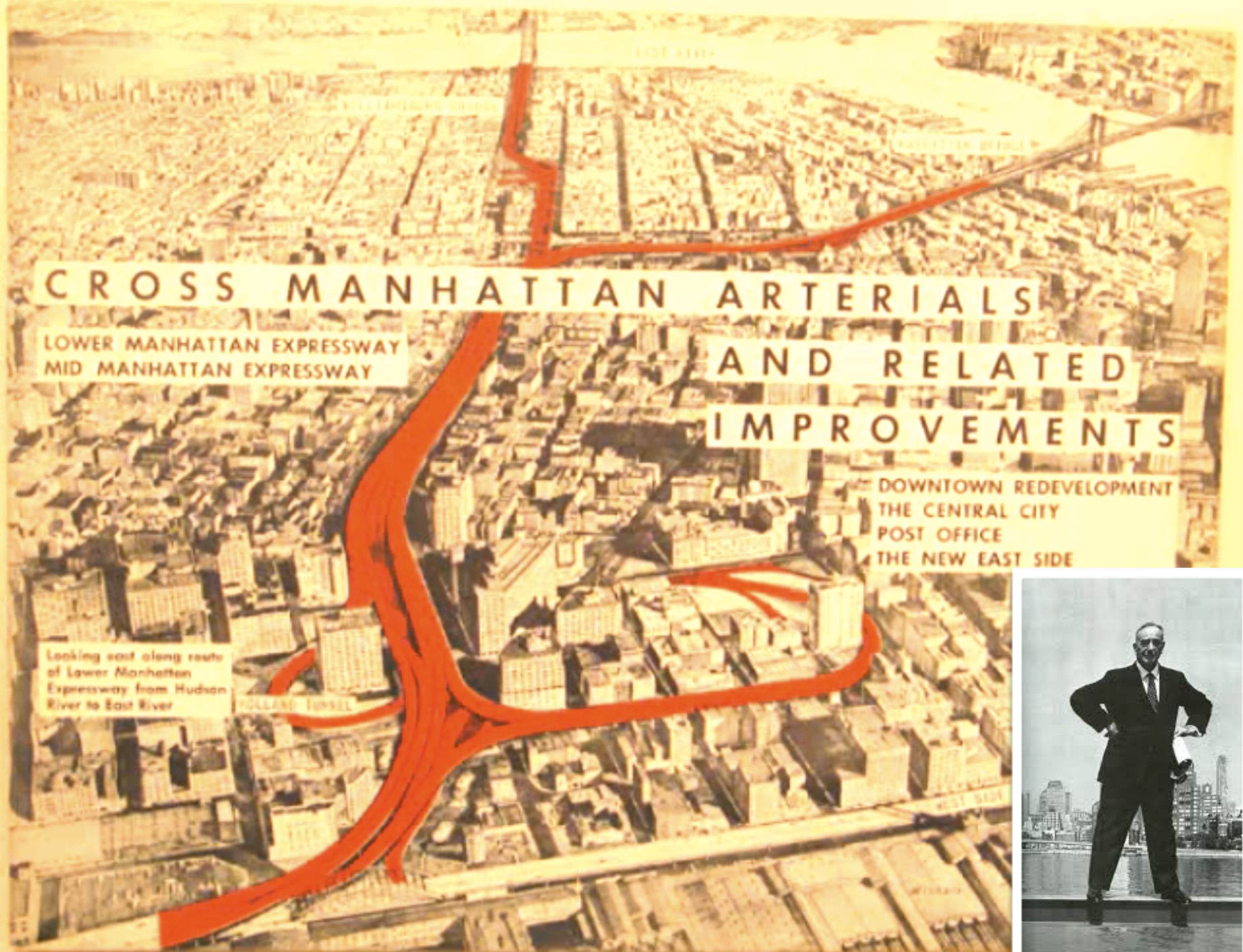
3. METODOS

4. 7 PAUTAS

WORKSHOP / DISCUSIONES







CROSS MANHATTAN ARTERIALS AND RELATED IMPROVEMENTS

LOWER MANHATTAN EXPRESSWAY
MID MANHATTAN EXPRESSWAY

DOWNTOWN REDEVELOPMENT
THE CENTRAL CITY
POST OFFICE
THE NEW EAST SIDE

Looking east along route
of Lower Manhattan
Expressway from Hudson
River to East River



Sistemas simples



Sistemas dinámicos

A lush, dense tropical rainforest scene. Sunlight filters through the thick canopy of various green plants, including large palm-like leaves and broad-leafed shrubs. The forest floor is covered in a dense layer of green vegetation. A white rectangular box with black text is centered in the middle of the image.

Sistemas dinámicos complejos

Sistemas dinámicos complejos



Donald Rumsfeld - US Secretary of Defense, 02/2002.

<https://www.youtube.com/watch?v=GiPe1OiKQuk>

...sabemos, hay conocidos conocidos; hay cosas que sabemos que sabemos.

Sabemos también hay cosas desconocidas conocidas; es decir que sabemos que hay algunas cosas que no sabemos.

Pero también hay cosas desconocidas desconocidas, las que no sabemos que no sabemos....

Donald Rumsfeld - US Secretary of Defense, 02/2002.

feed-back

presencia
militar

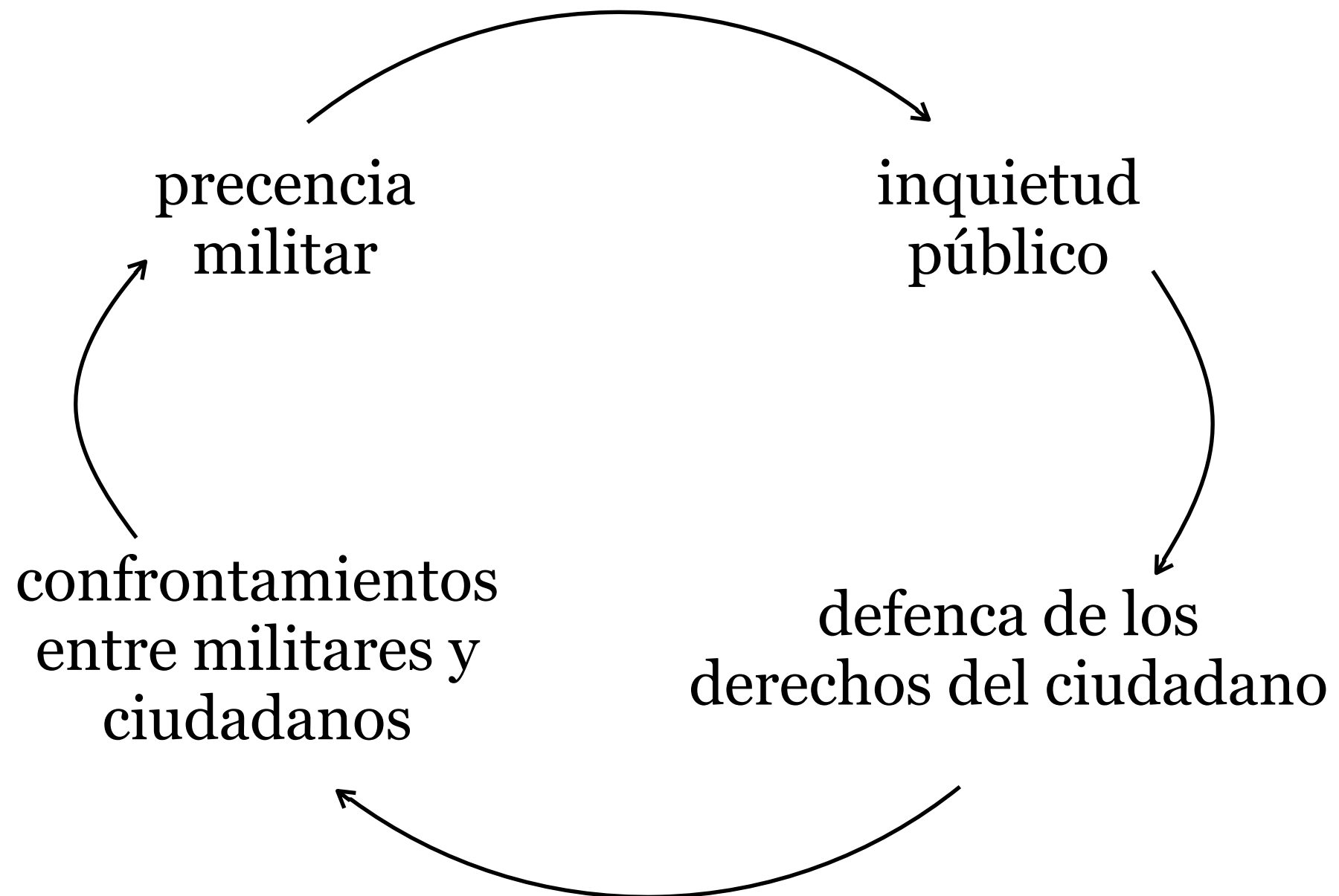
+



+

inquietud
pública

self-enforcing loops



A horror movie scene. On the right, a young child with a bloody face screams in terror. On the left, a soldier in a dark uniform holds a chainsaw, its blade glowing. The floor is covered in blood splatters. A white text box is centered over the image.

Consecuencias imprevistas
(unintended consequences)



Consecuencias imprevistas
(unintended consequences)

Que es un 'wicked problem'?

- *El problema no esta entendido hasta la formulación de la solución.*
- *Wicked problems no tienen una regla de parada*
- *Soluciones para wicked problems no son correctos o incorrectos*
- *Cada problema es en esencia único y novedoso.*
- *Cada solución para cada problema es un 'operación de un solo tiro'*
- *Wicked problems no tienen una solución alternativo.*

*El problema no esta entendido hasta la
formulación de la solución.*

Wicked problems no tienen una regla de parada.

*Soluciones para **wicked problems** no son
correctos o incorrectos.*

*Cada problema es en esencia único y
novedoso.*

*Cada solución para cada problema es un
‘operación de un solo tiro’.*

Wicked problems no tienen una solución alternativo.

(Tendencia hacia la soluciones menos peor)



Pruitt Igoe, St Louis (US)



Pruitt Igoe, St Louis (US)



<https://www.youtube.com/watch?v=g7RwwkNzF68>

Pruitt Igoe, St Louis (US)



Pruitt Igoe, St Louis (US)



Rotterdam, Stationsplein

Estación de Rotterdam (NL)



Estación de Rotterdam (NL)



Estación de Rotterdam (NL)



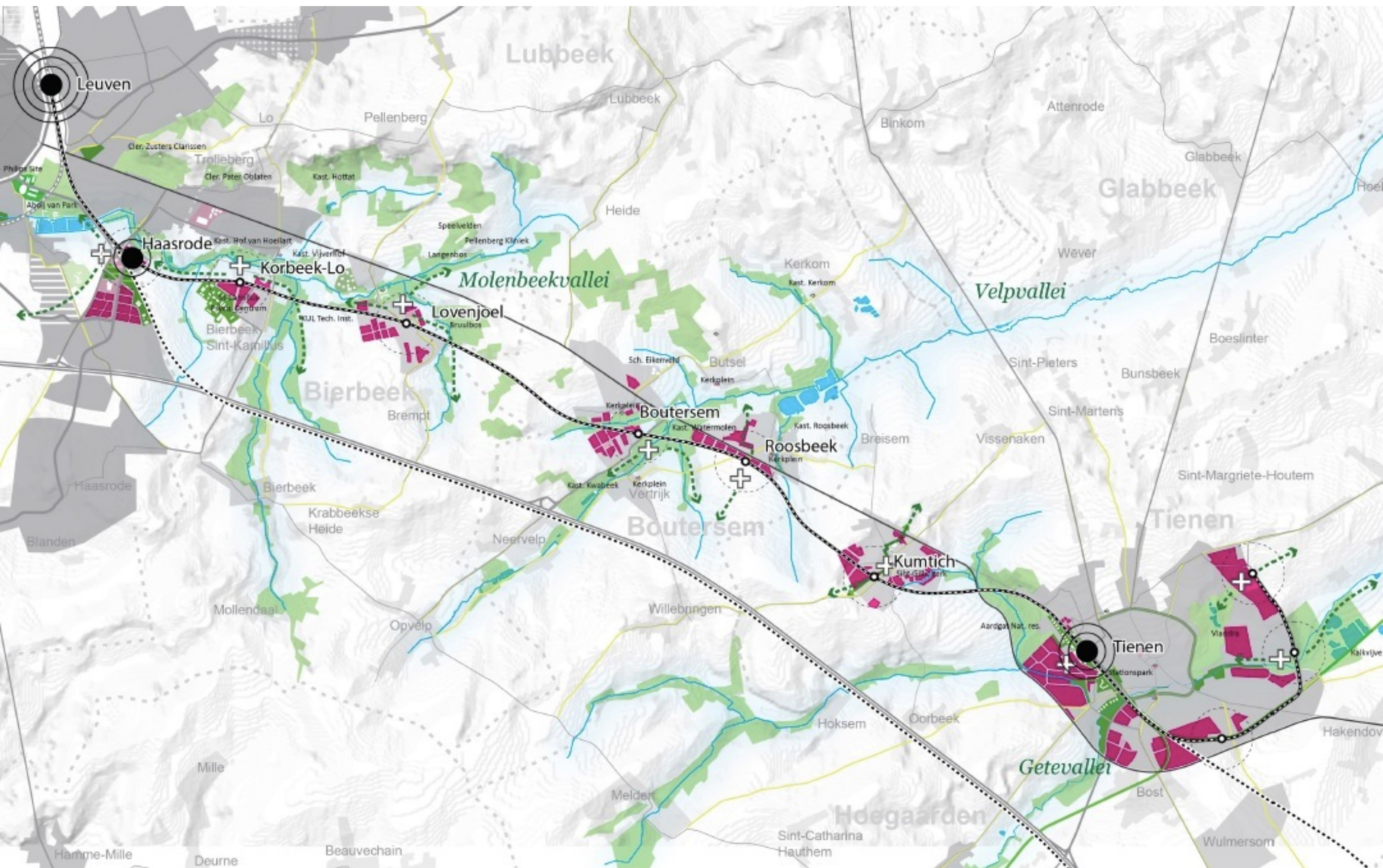
Estación de Rotterdam (NL)



Movilidad, región flamenca (BE)



Movilidad, región flamenca (BE)



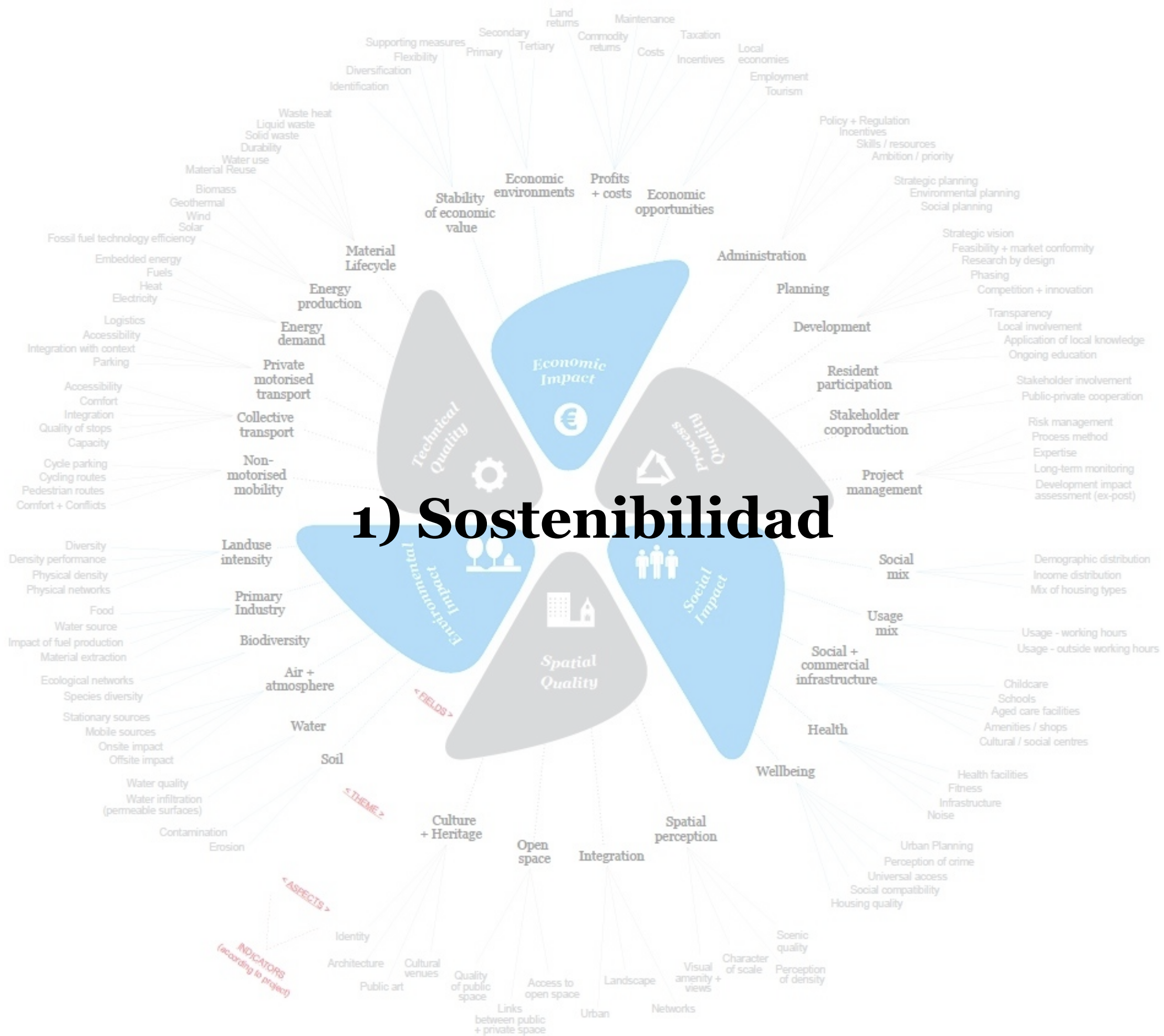
Movilidad, región flamenca (BE)

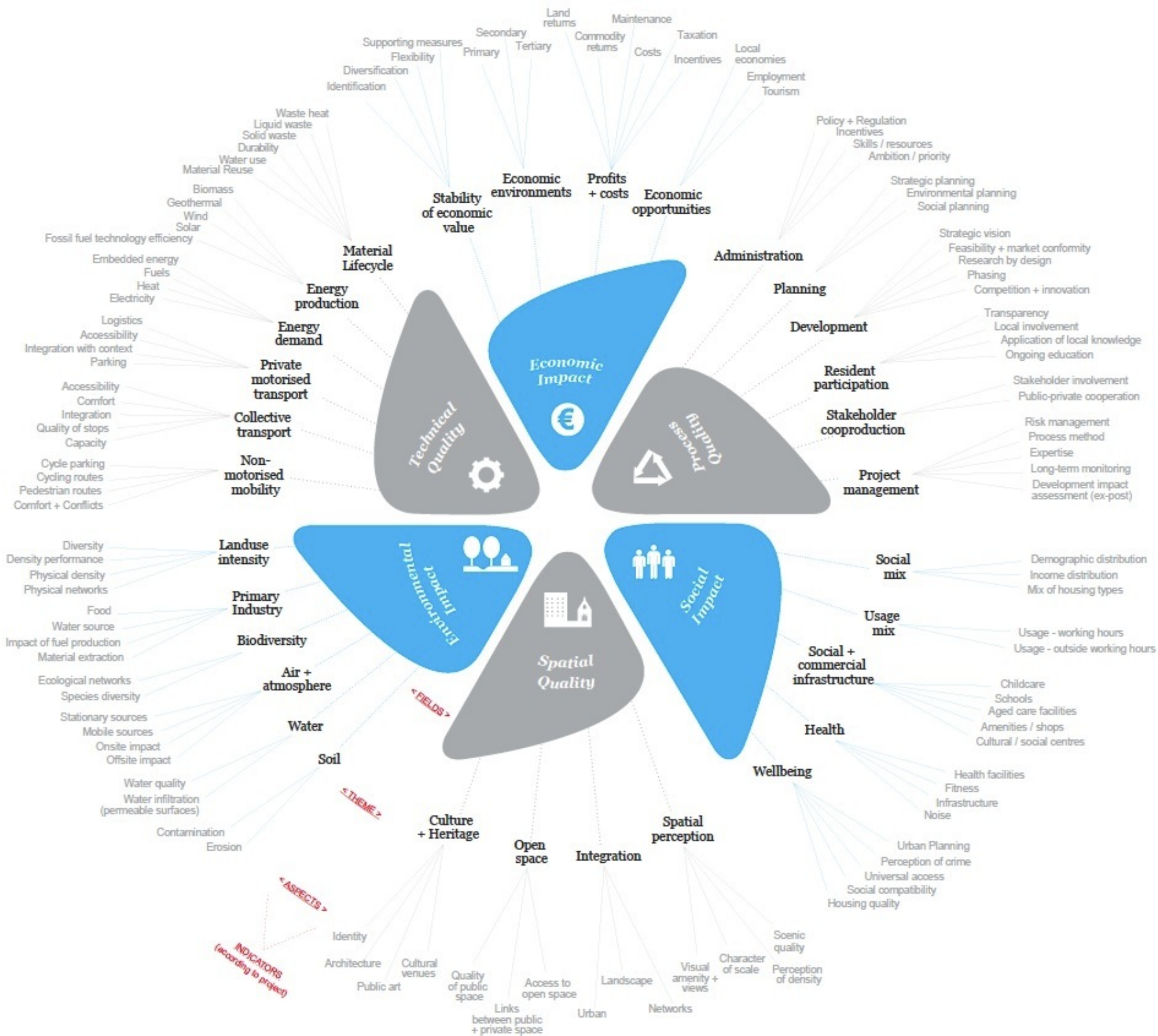
Maneras de trabajar con wicked problems

- Ideas*
- Discusiones*
- Diseño*

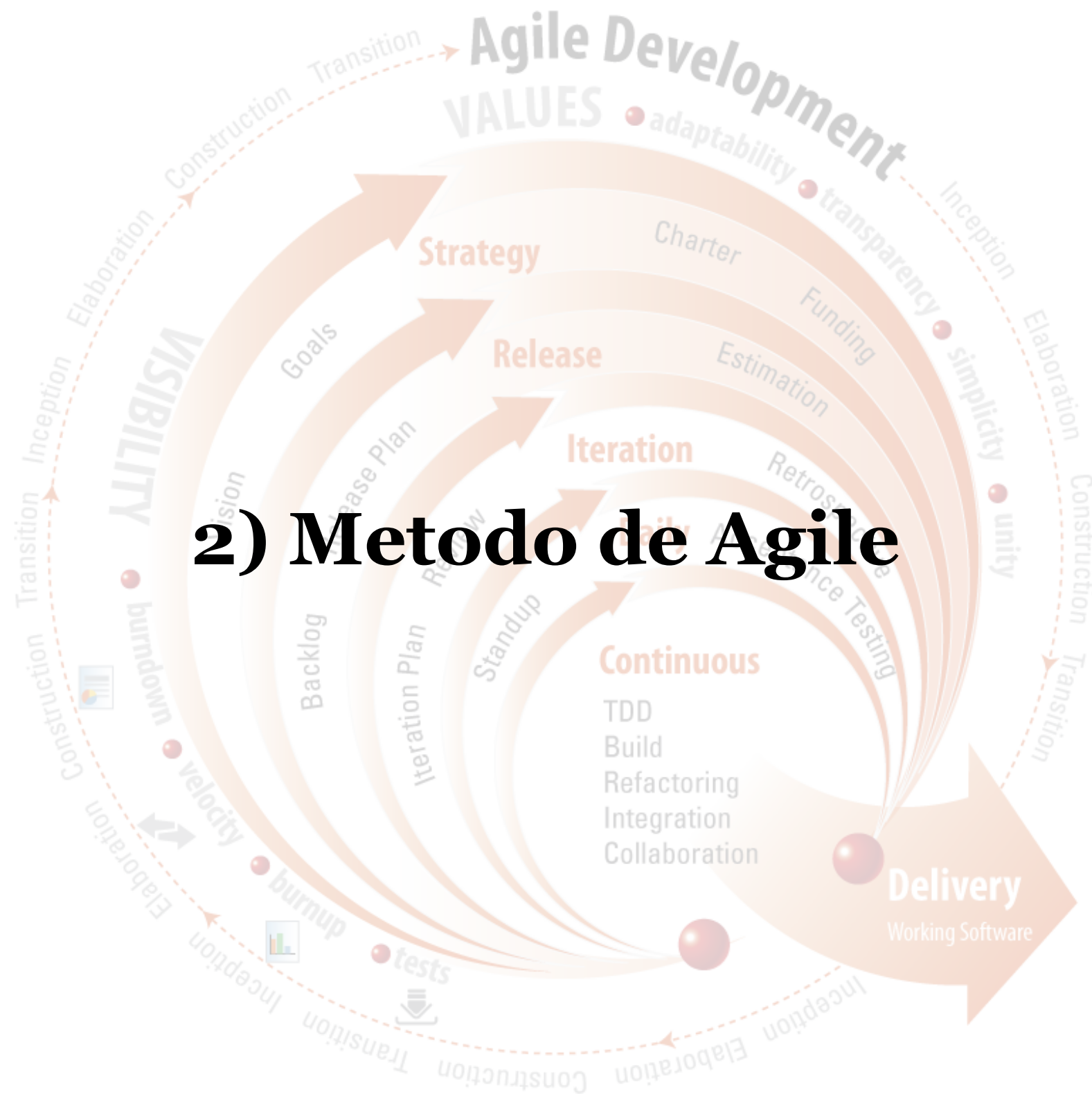
Metodos:

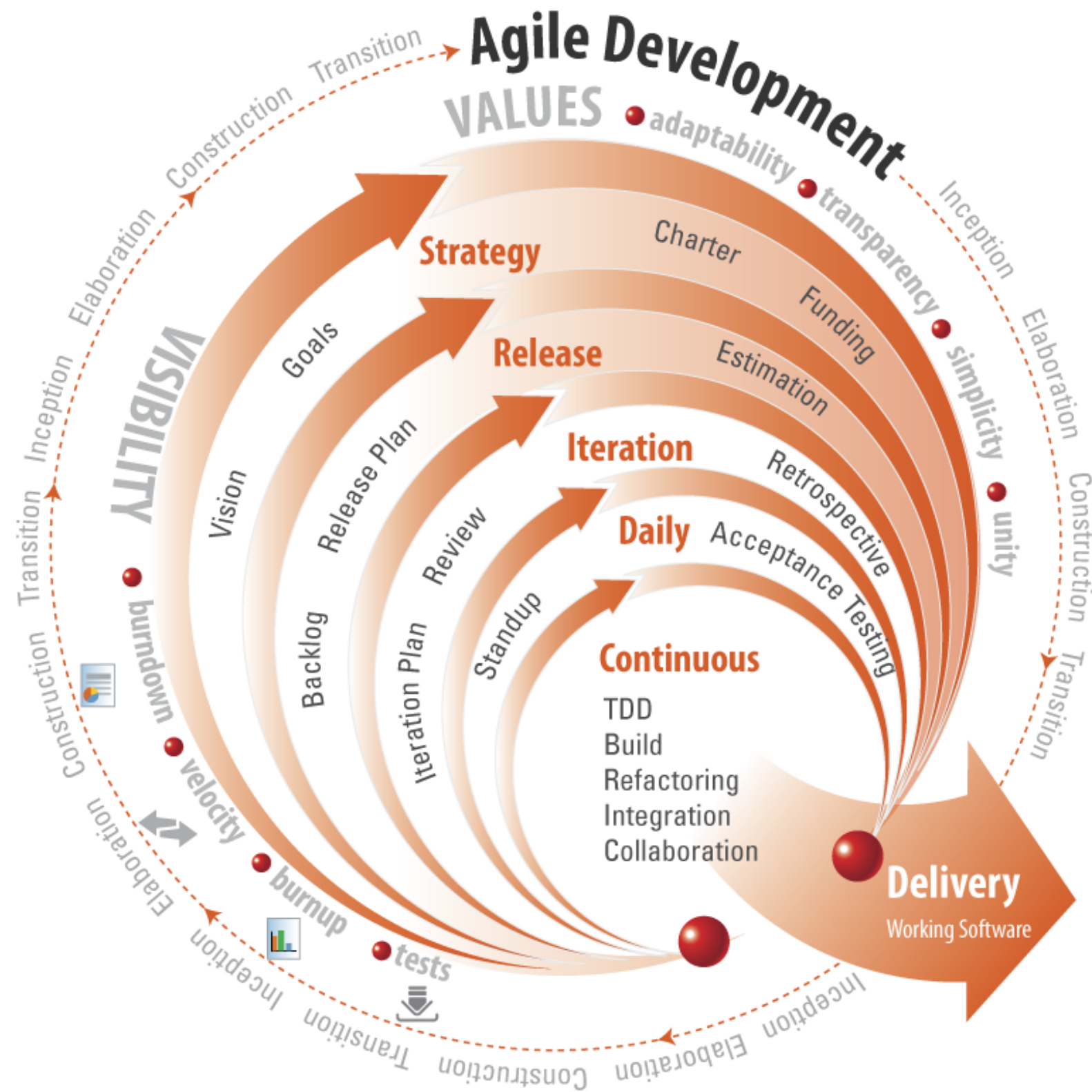
- 1) *PENSAR* - USS, Sostenibilidad a la escala urbana
- 2) *ACTUAR* - Agile metedologia
- 3) *EVALUAR* - Evaluacion cuantificativo / cualificativo





2) Metodo de Agile



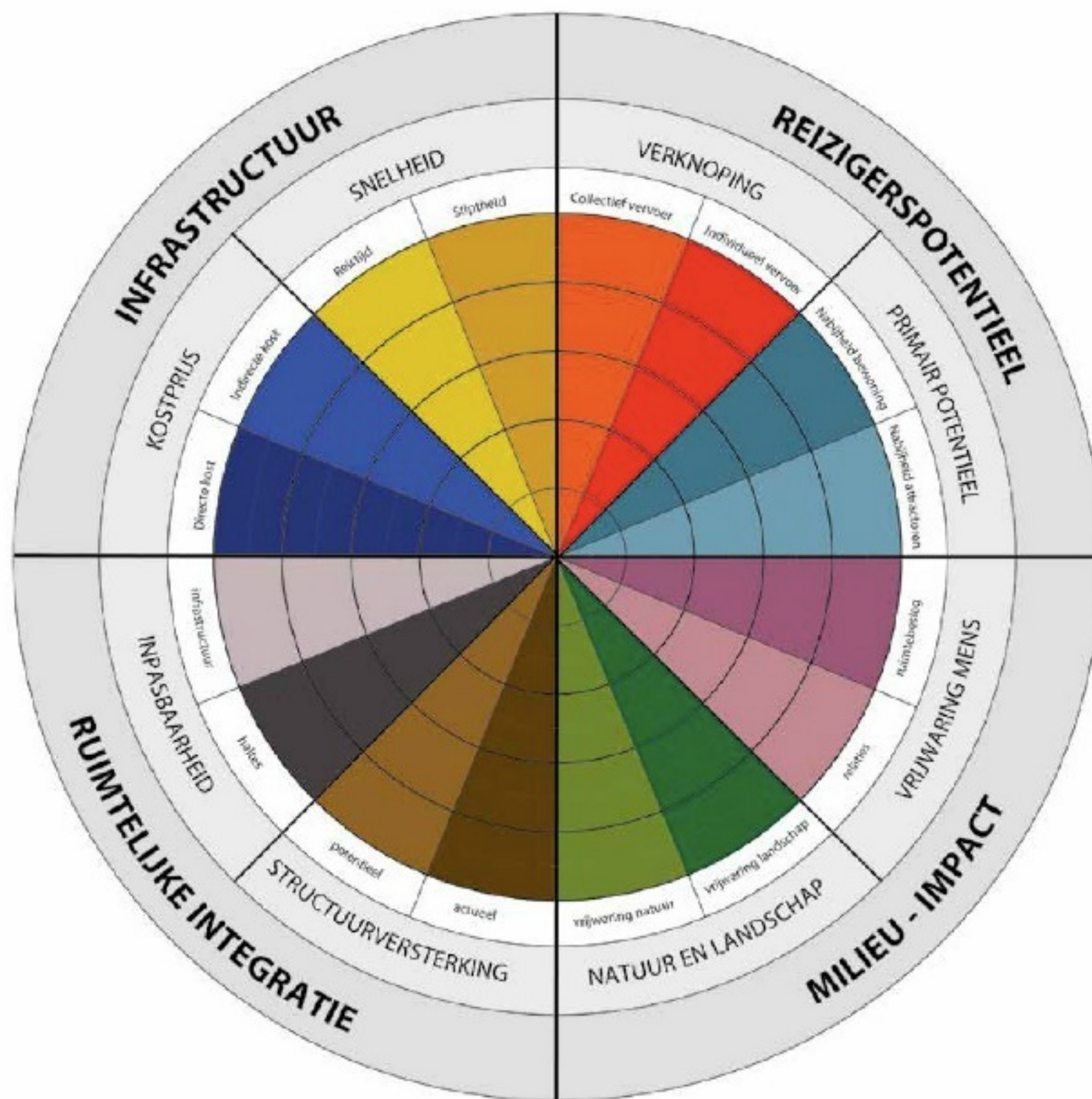


3) Metodos de evaluación



interne kwaliteiten
transportsysteem

impact op omgeving



*interne kwaliteiten
transportsysteem*

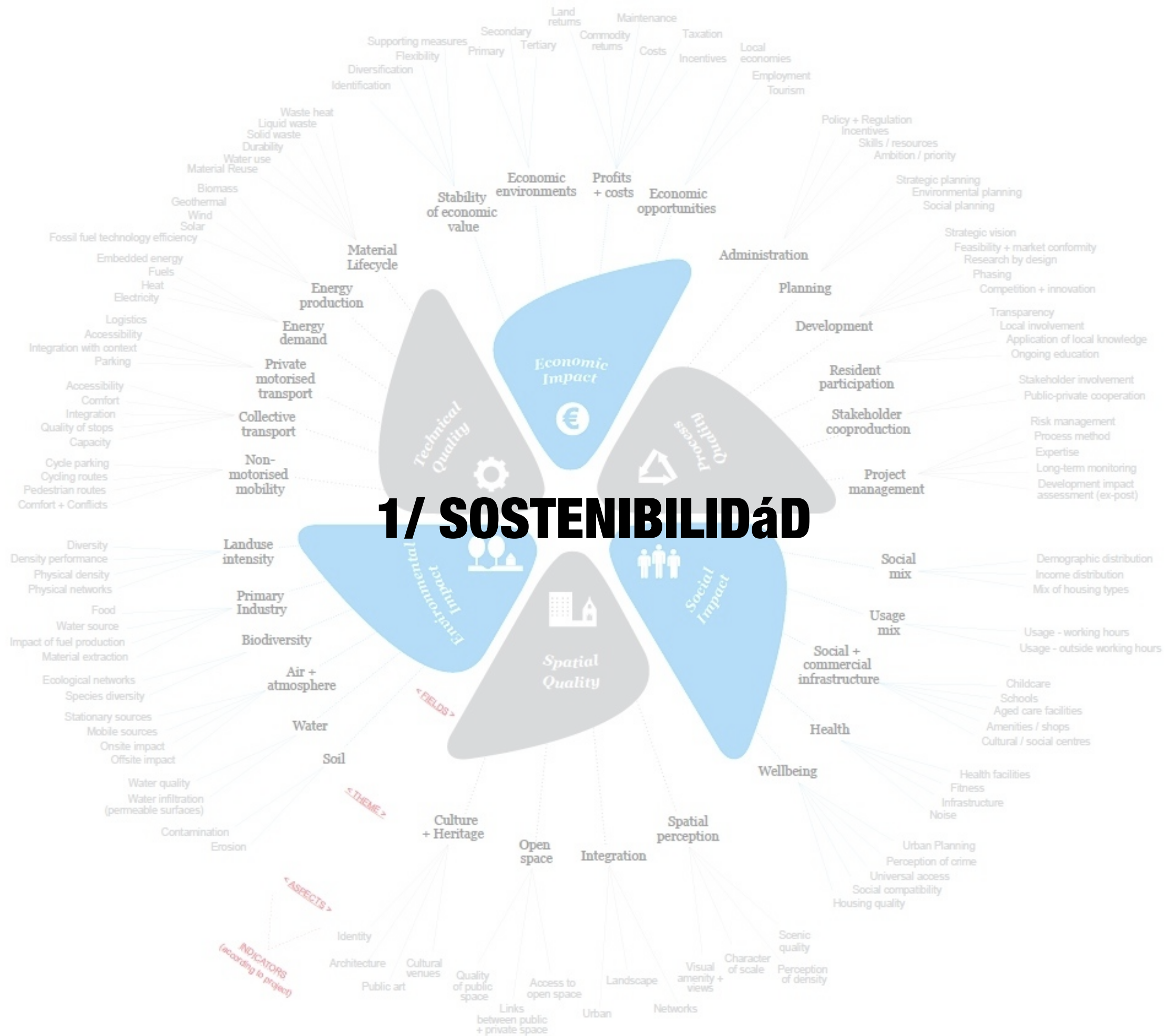
impact op omgeving

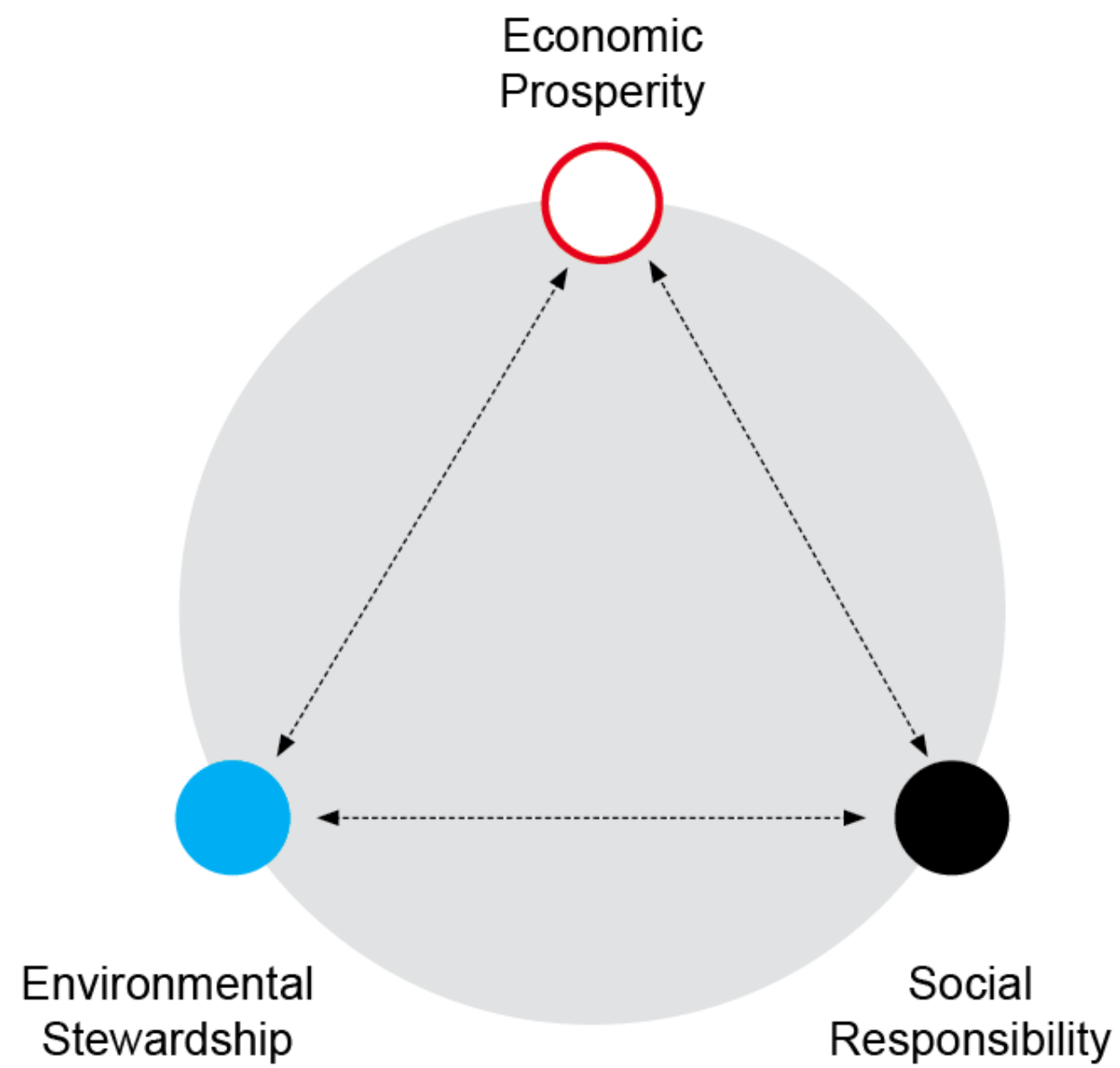
7 pautas (Vandenbroeck)

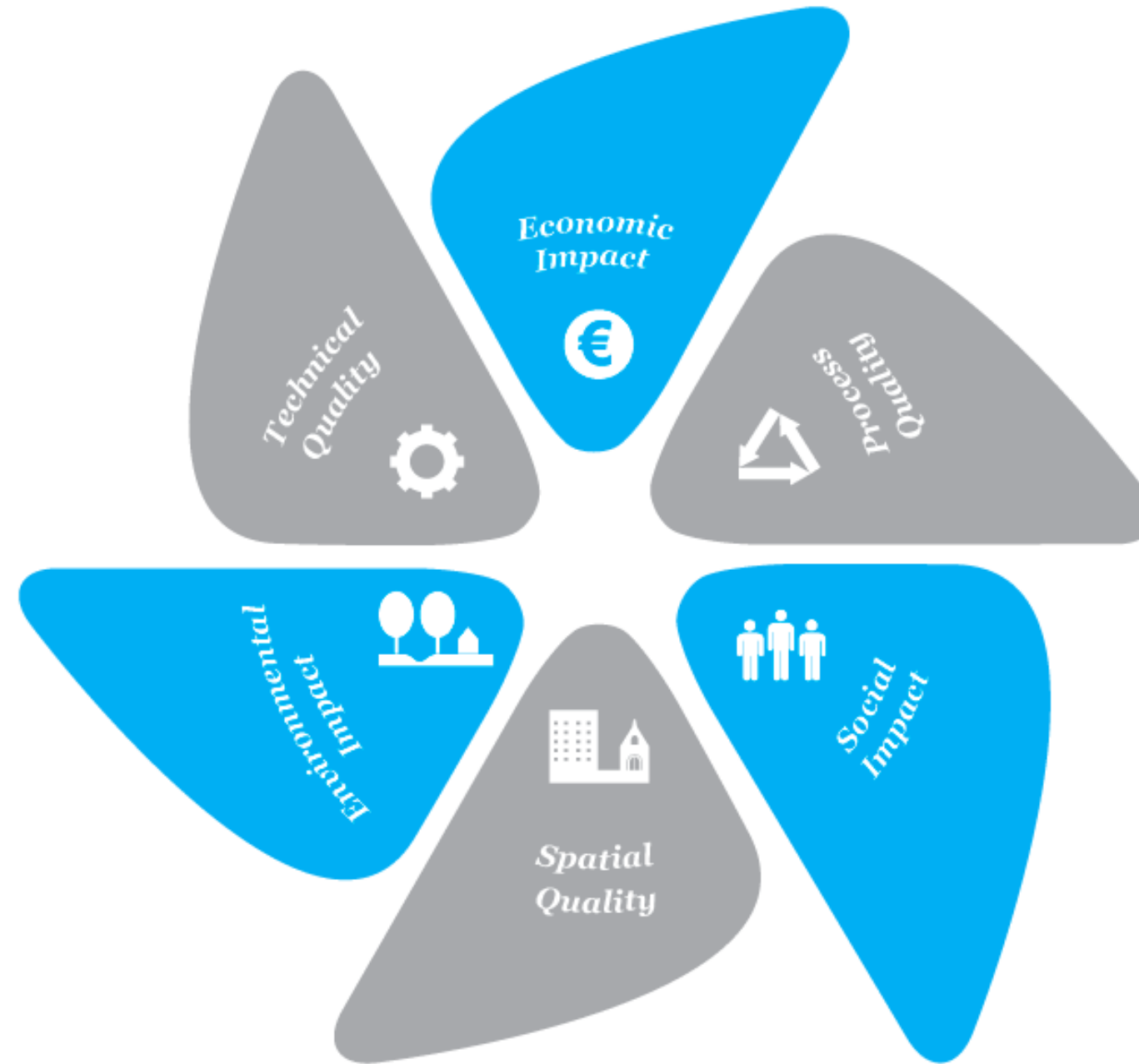
- 1) Flexibilidad y rigor
- 2) Orientacion con objetivos incrementales
- 3) Piensa en abundancia y no en escacess
- 4) Produce un vision del completo
- 5) Re-orientar problemas retorcidos en estupendos oportunidades
- 6) Crear espacio para autoorganización
- 7) Tengo paciencia con poder pero empujalo con confianza

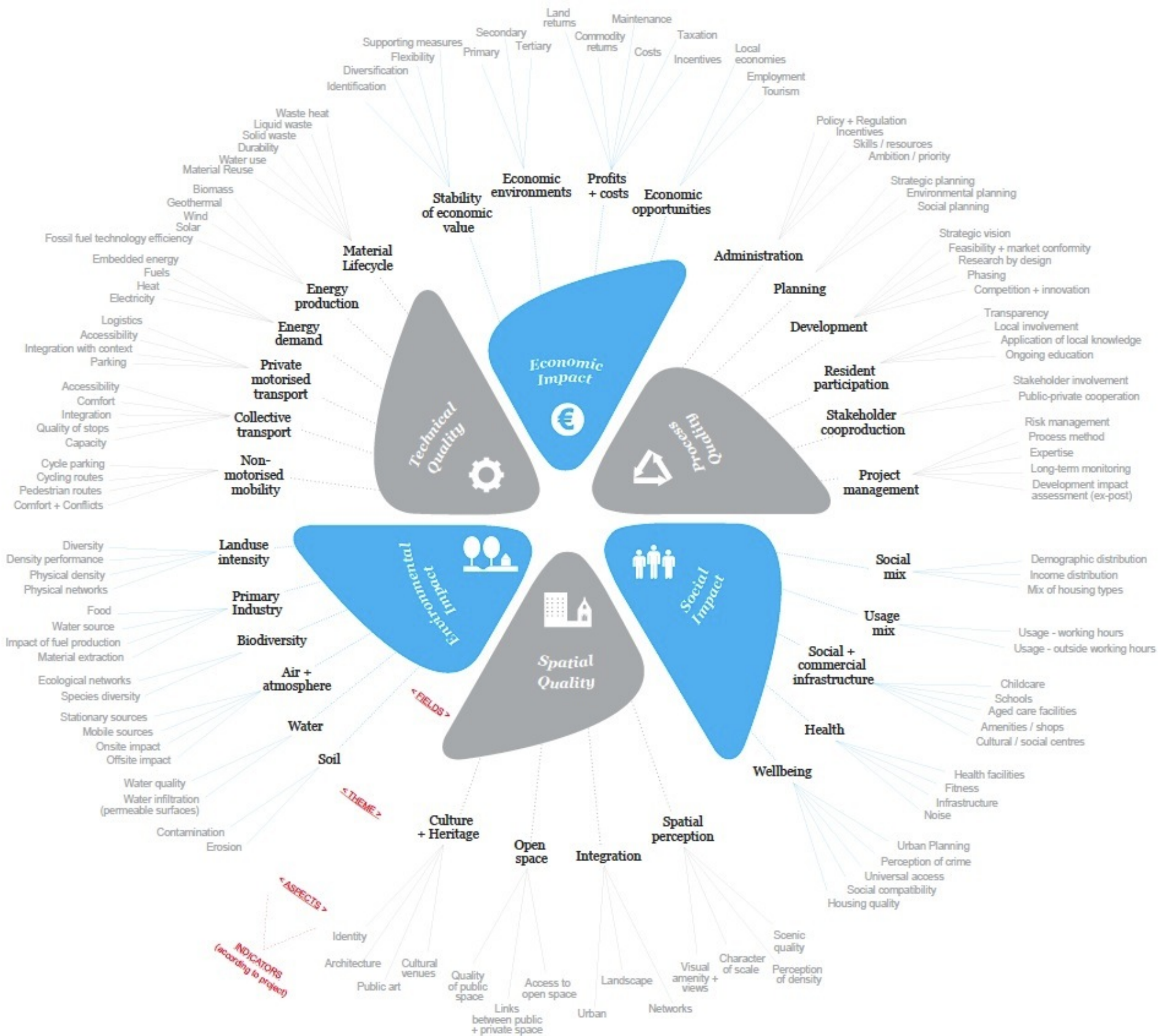
WORKSHOPS / DISCUCIONES

1/ SOSTENIBILIDAD









PECTS

Pedestrian network

Electricity

Fluids and air

ICT

SUB-THEMES

Air quality

Carbon emissions

Light pollution

Urban climate

Mobility
slow

Technical
networks

THEMES

Air and
atmosphere

Biodiversity

Land use

Resources

Soil

Water
systems

Cultural
identity

Integration

Public
space

Ecological diversity and quality

Ecological networks

Endemic habitat

Integration with nature

Continuity of land use

Exposure to natural risks

Integration in existing networks

Land consumption

Agriculture

Reuse and refurbishment

Use and reuse of materials

Water use

Soil quality

Soil treatment

Water quality

Water treatment

Art and culture

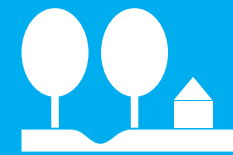
Design

Heritage

Identity

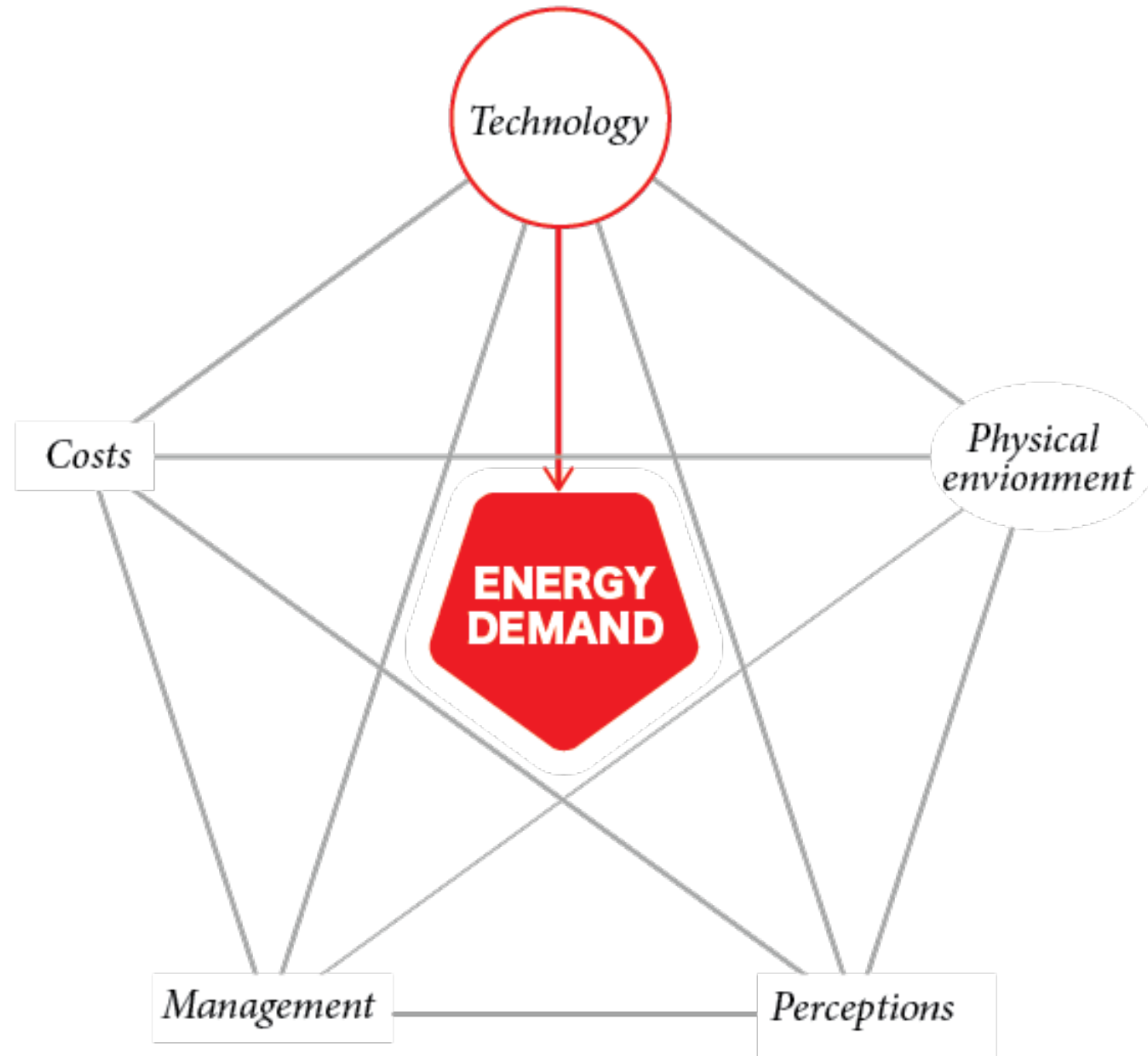
FIELDS

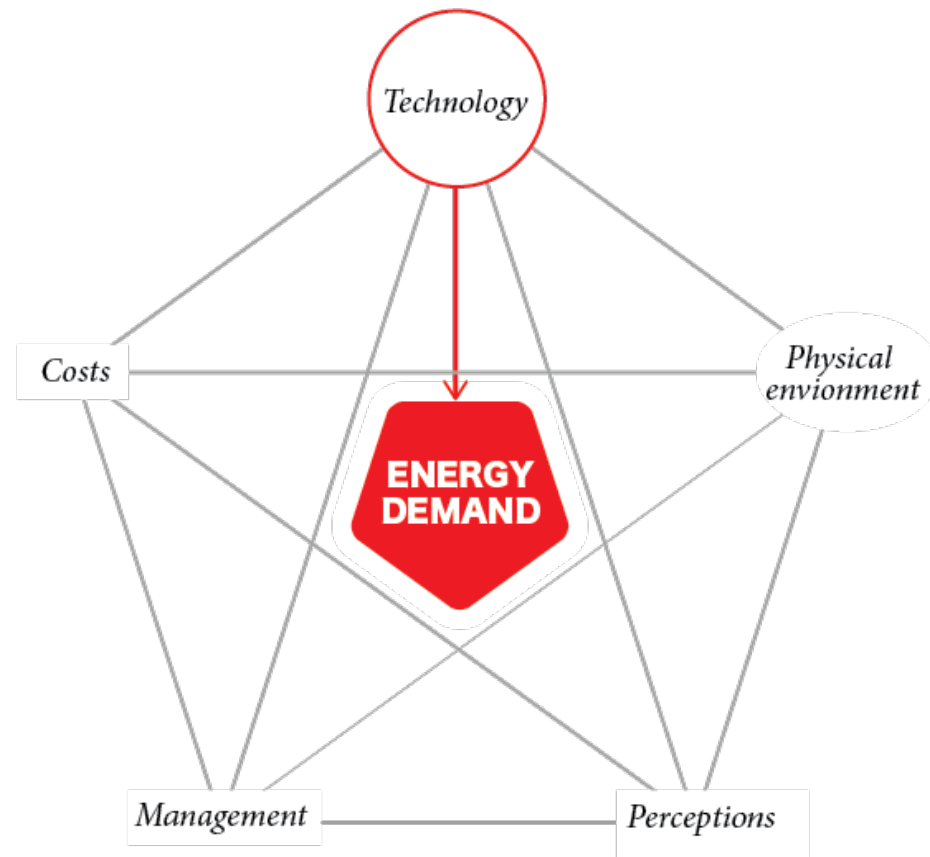
Techn
Kwal

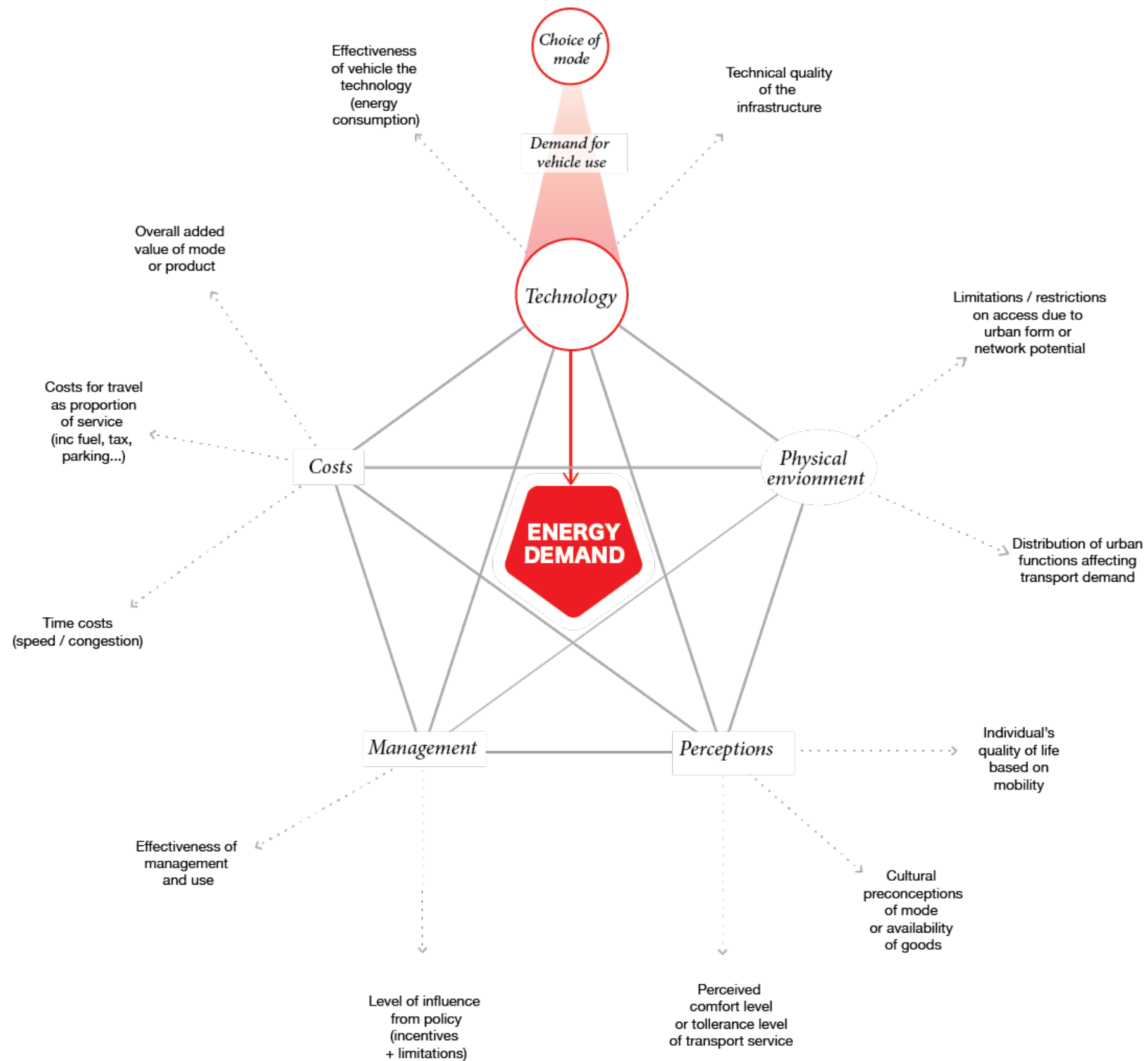


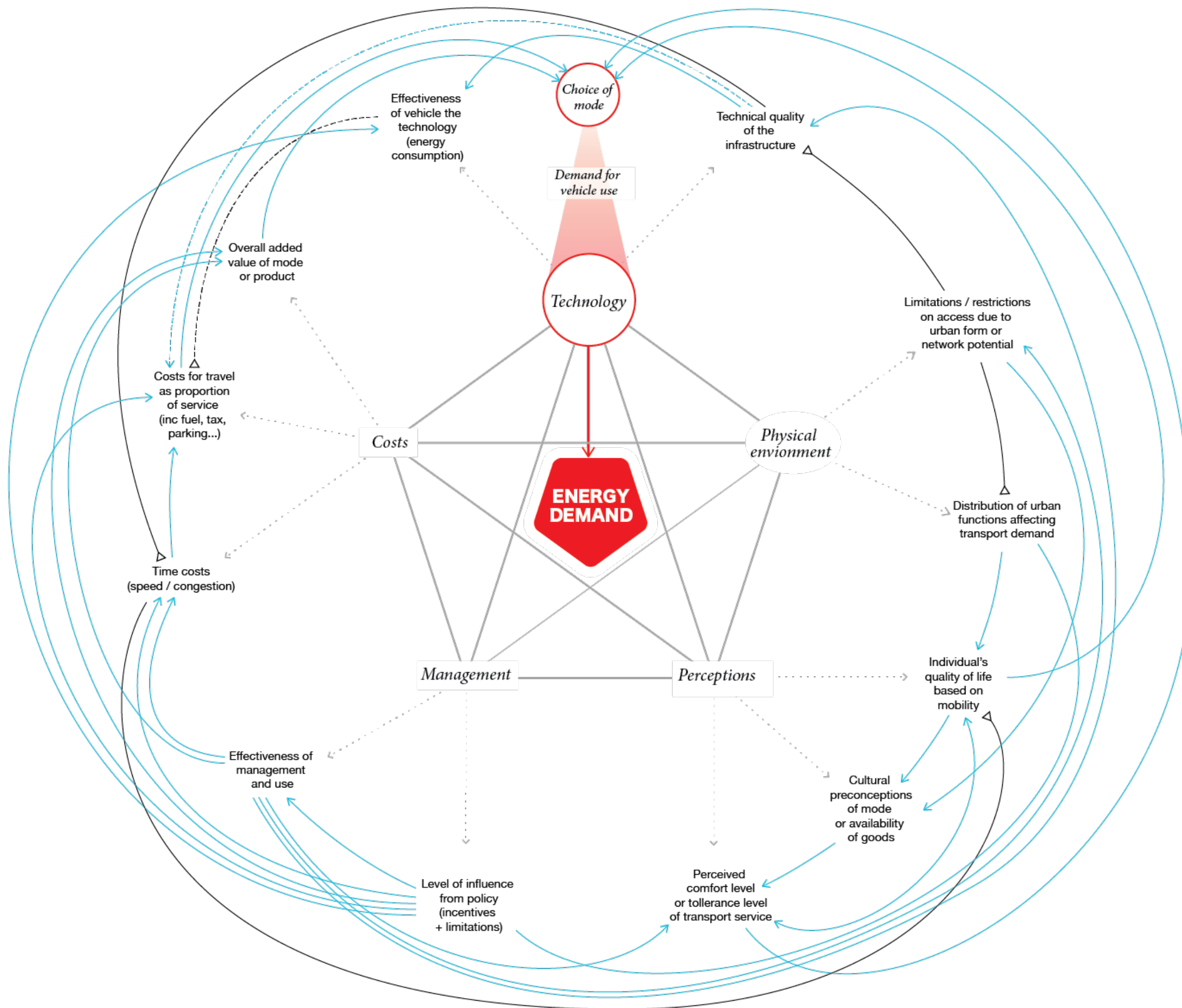
*Ruimtelijke
Kwaliteit*

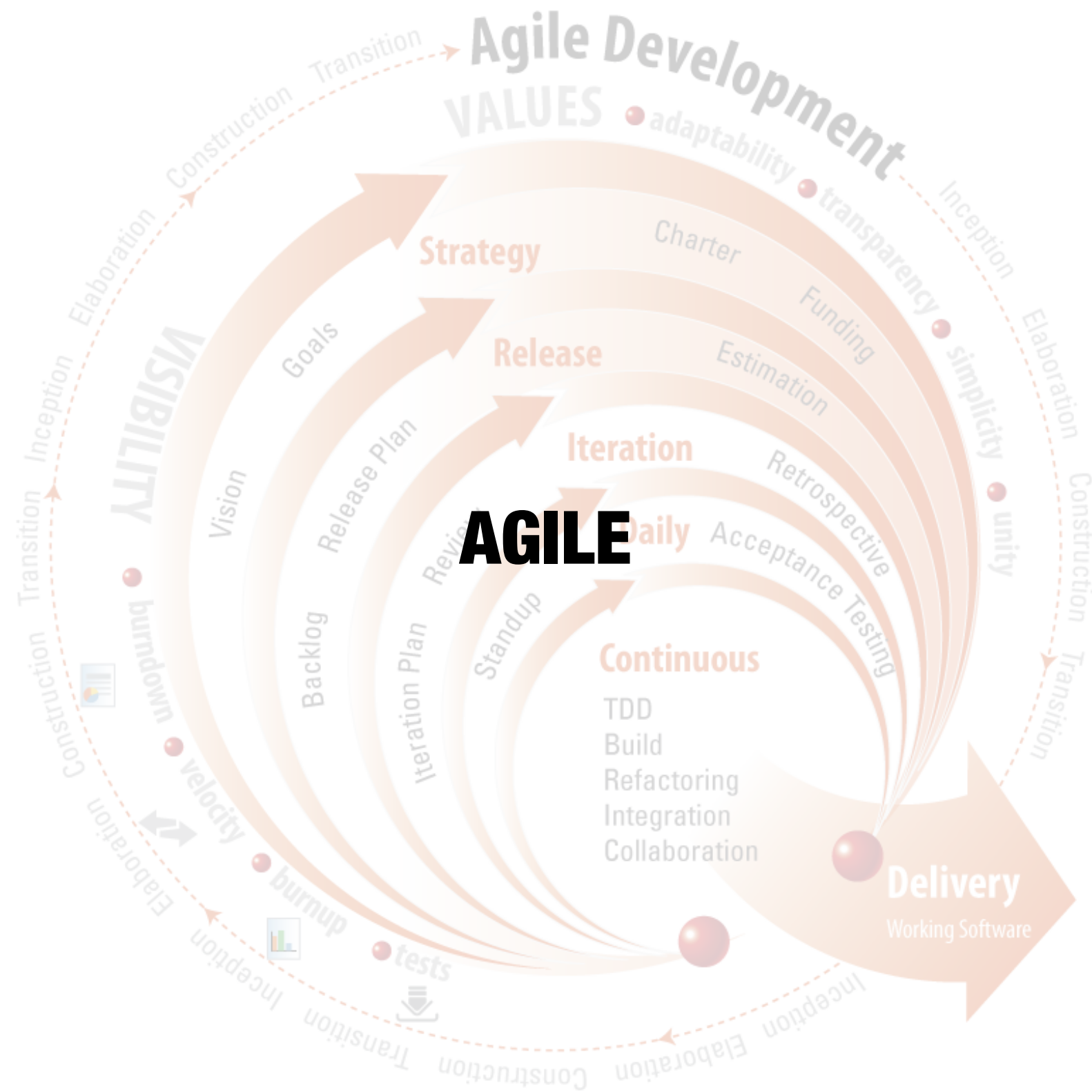
*Milieu
Impact*

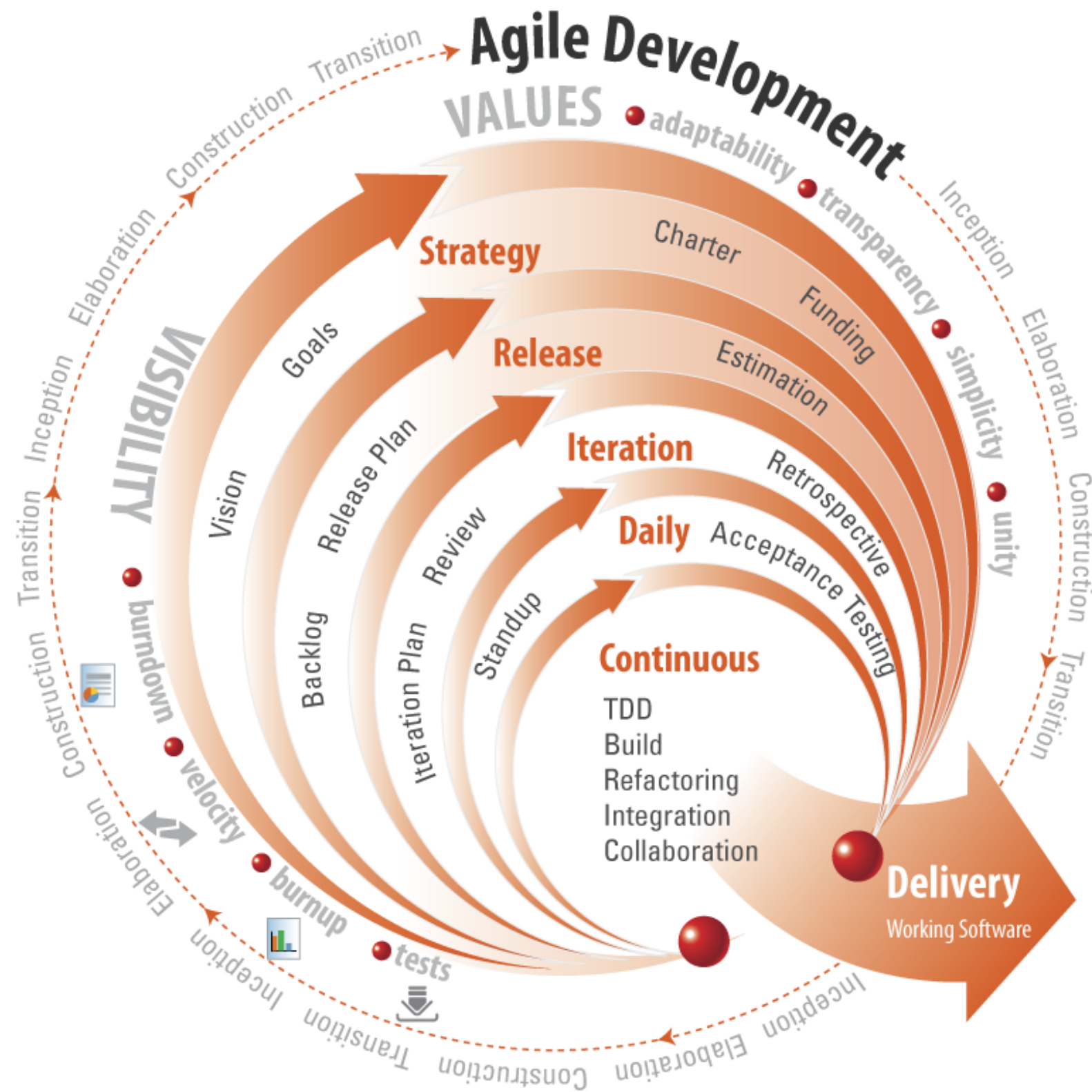


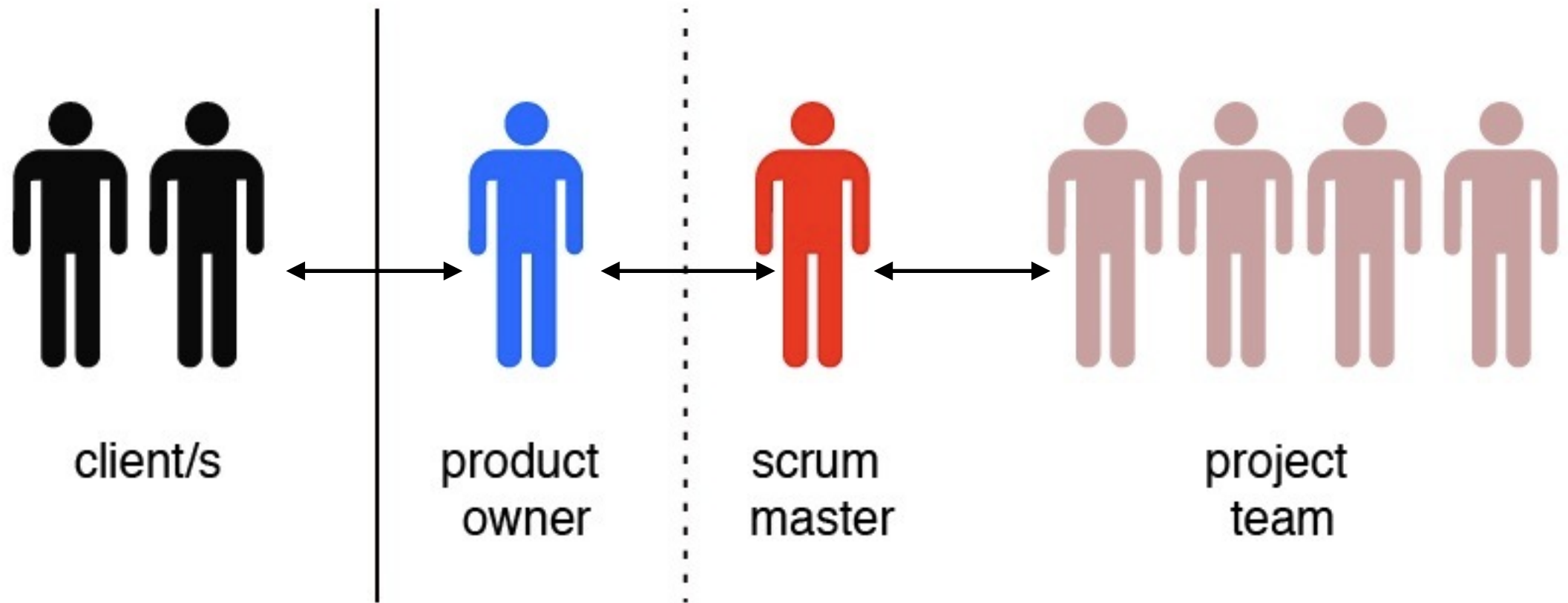






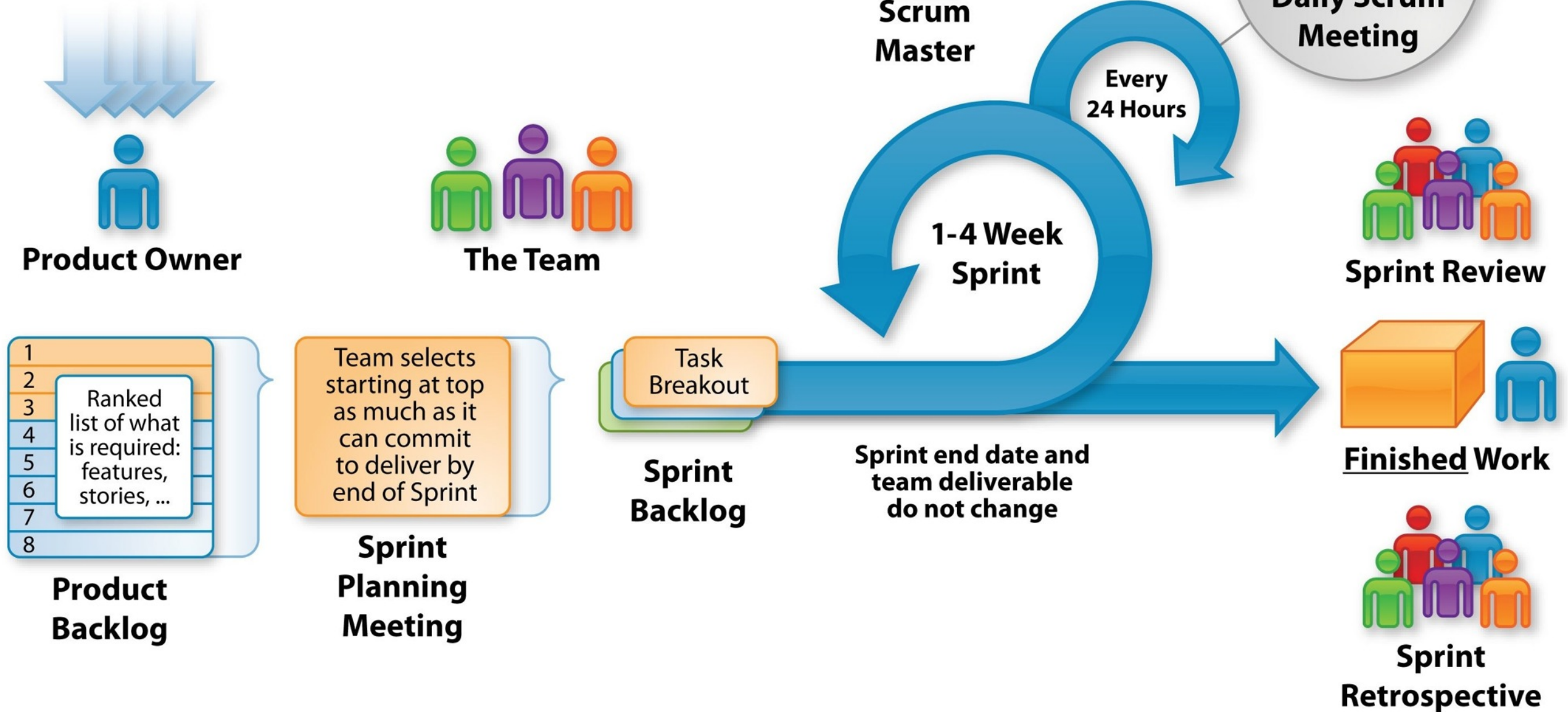


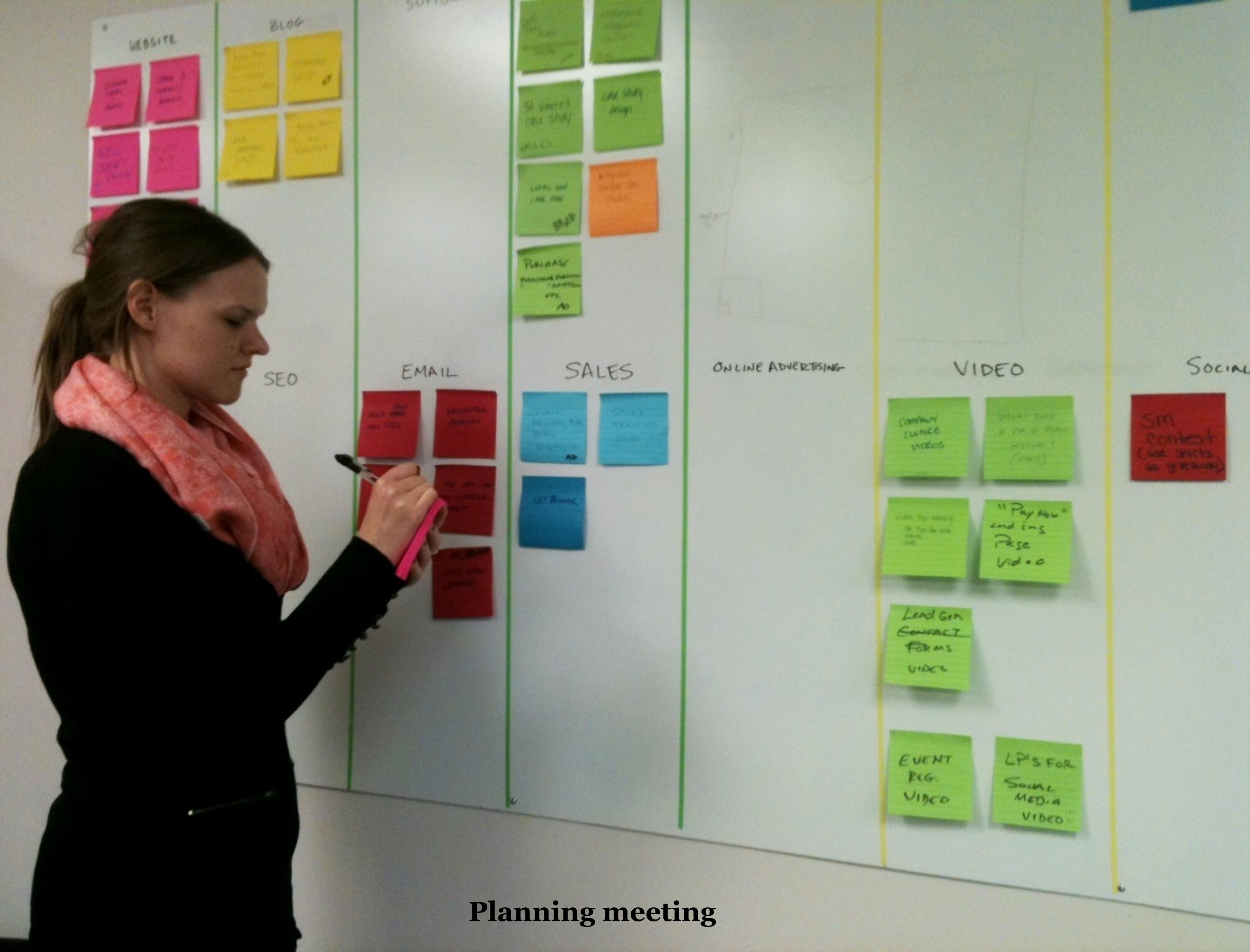




The Agile: Scrum Framework at a glance

Inputs from Executives,
Team, Stakeholders,
Customers, Users





WEBSITE

BLOG

SEO

EMAIL

SALES

ONLINE ADVERTISING

VIDEO

SOCIAL

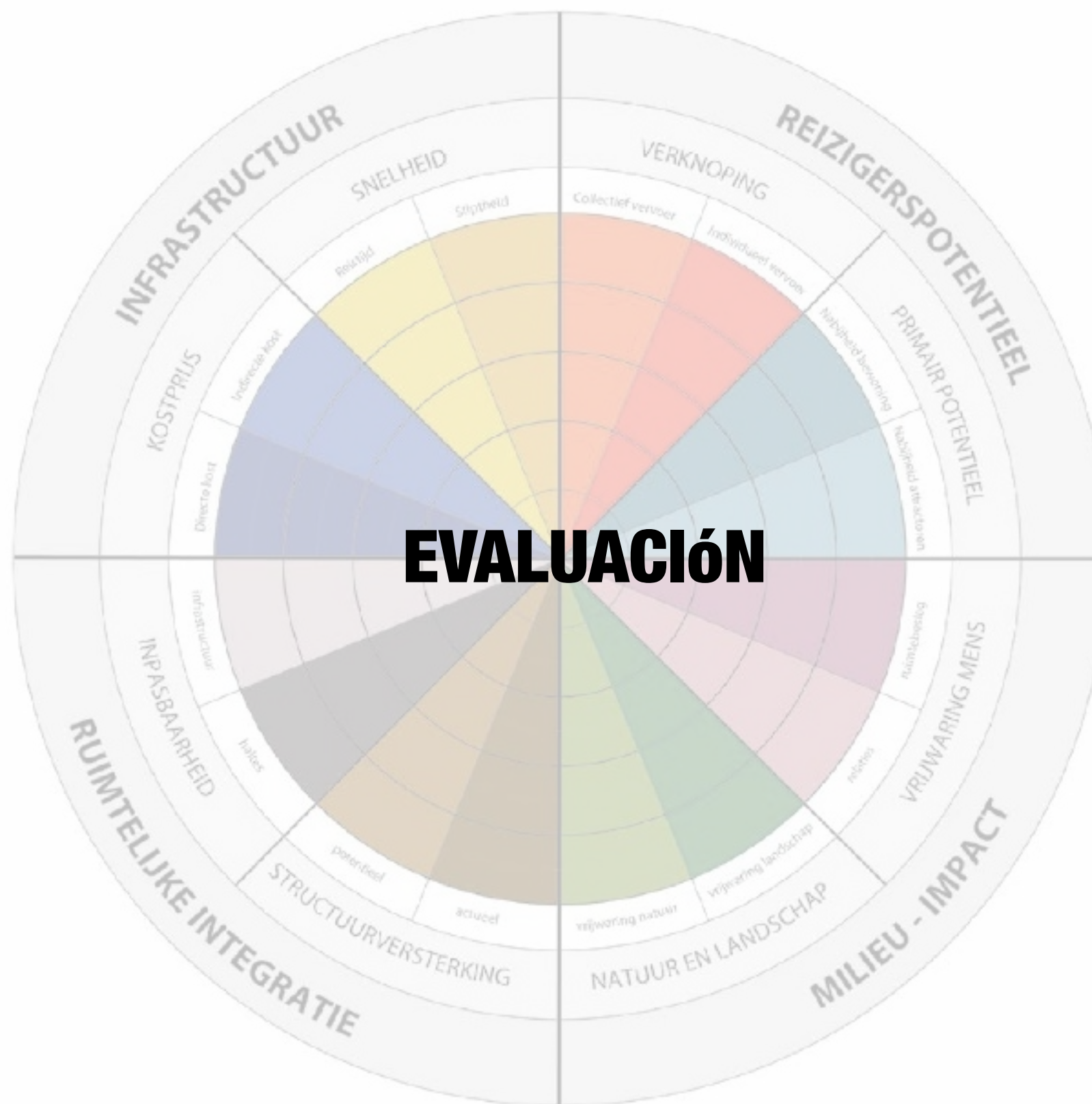
Planning meeting



Planning meeting



Daily scrum meeting



interne kwaliteiten
transportsysteem

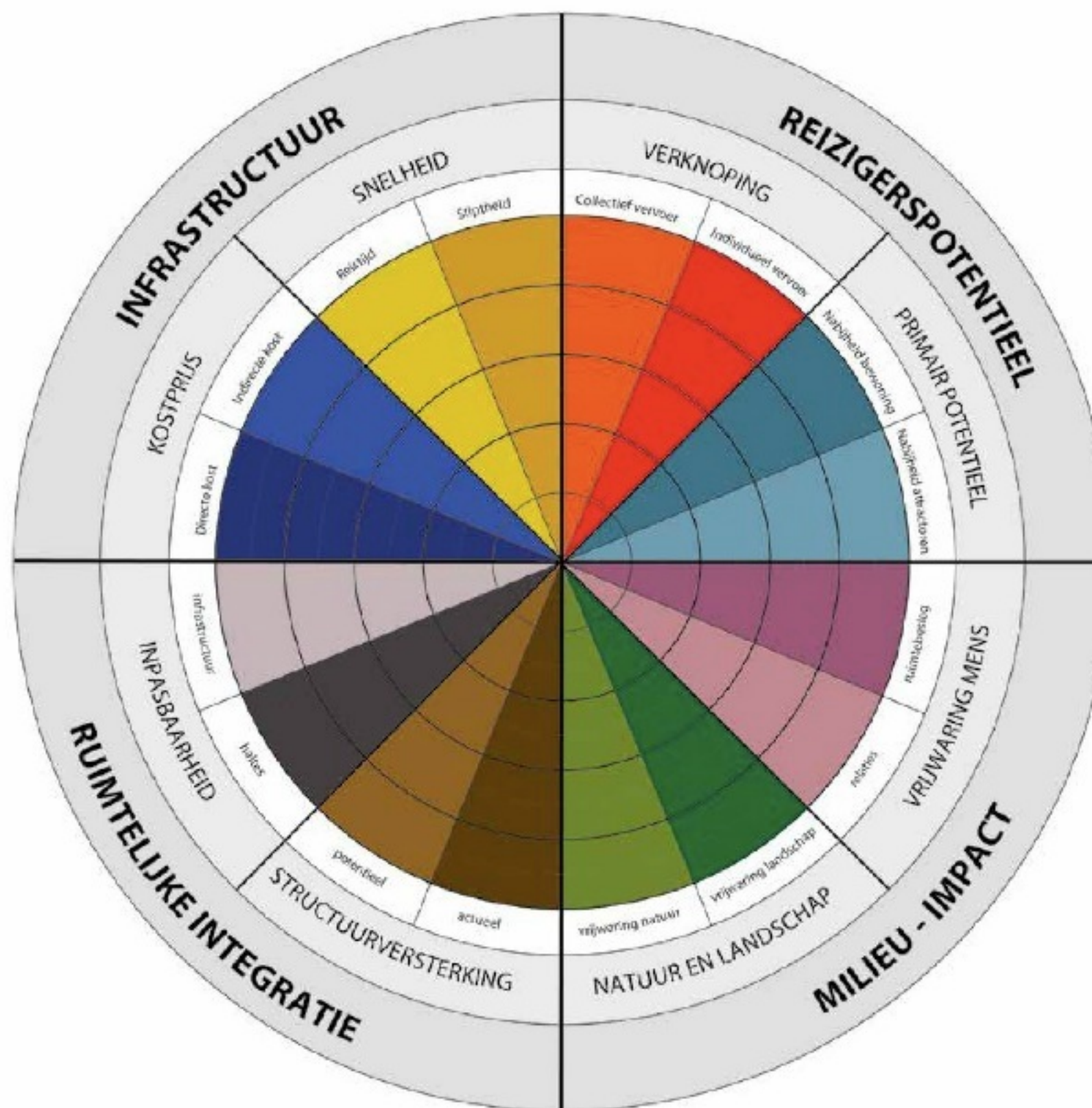
impact op omgeving



TRAM TRACK TRACER

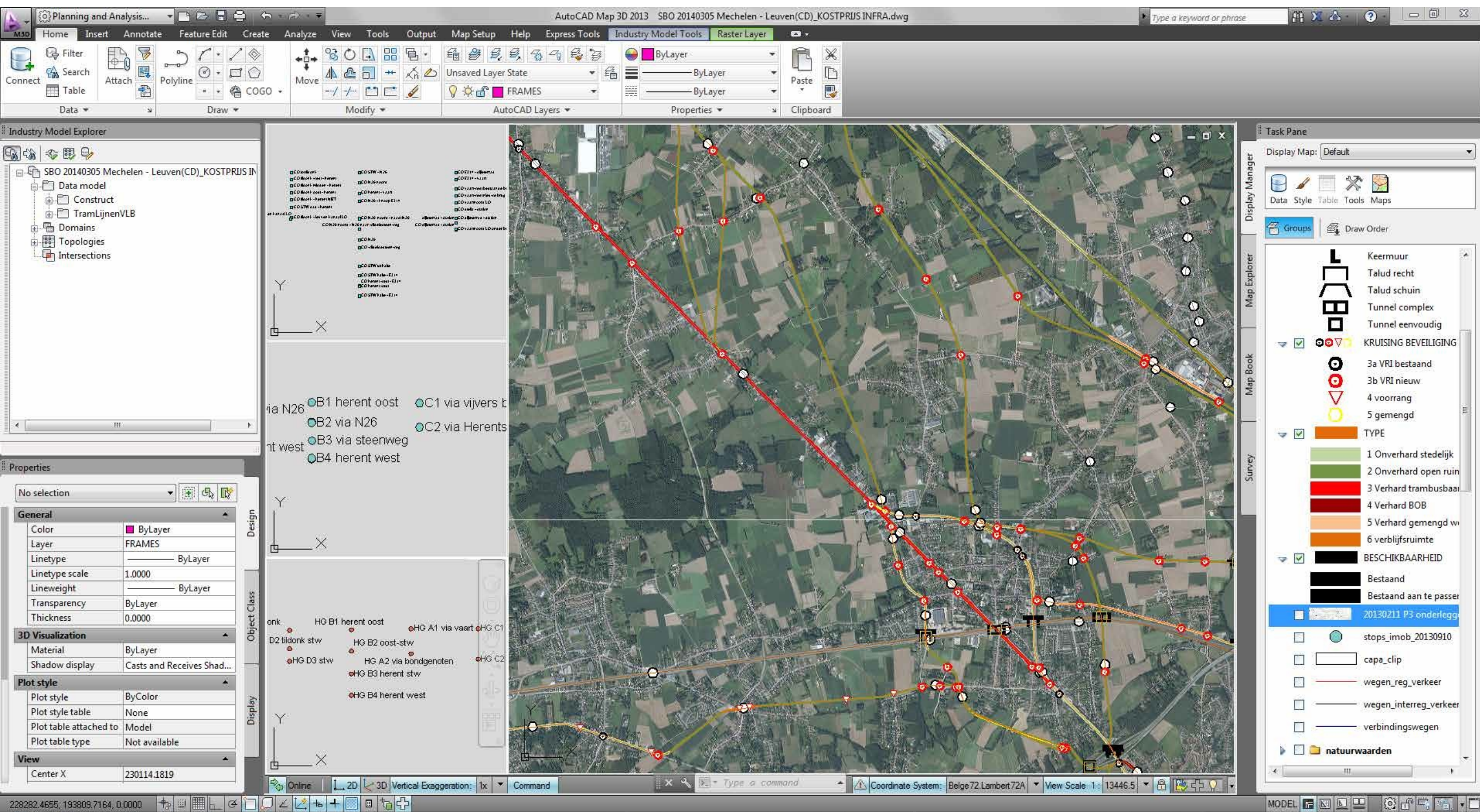
BU
UR

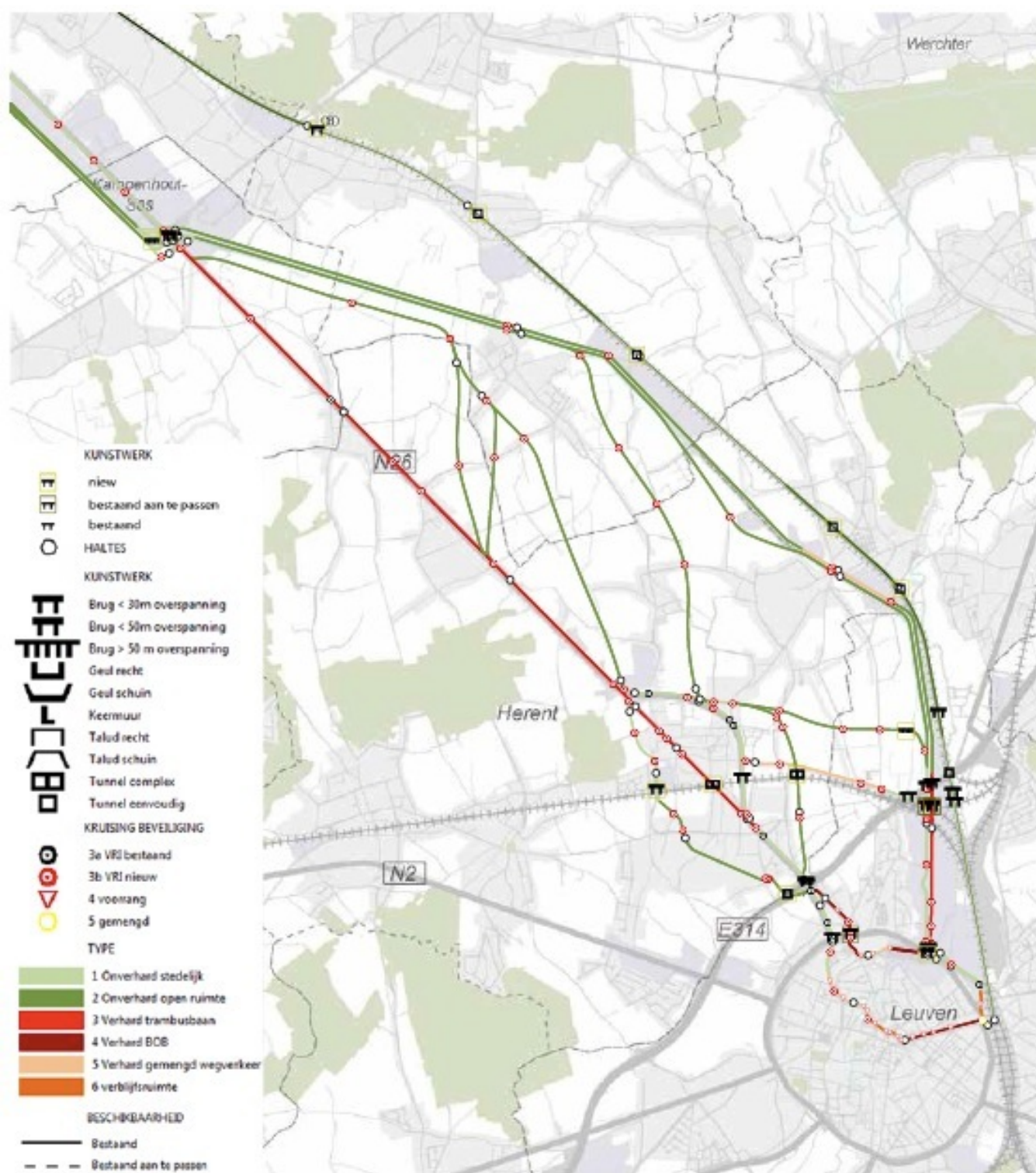
www.tramtracktracer.eu



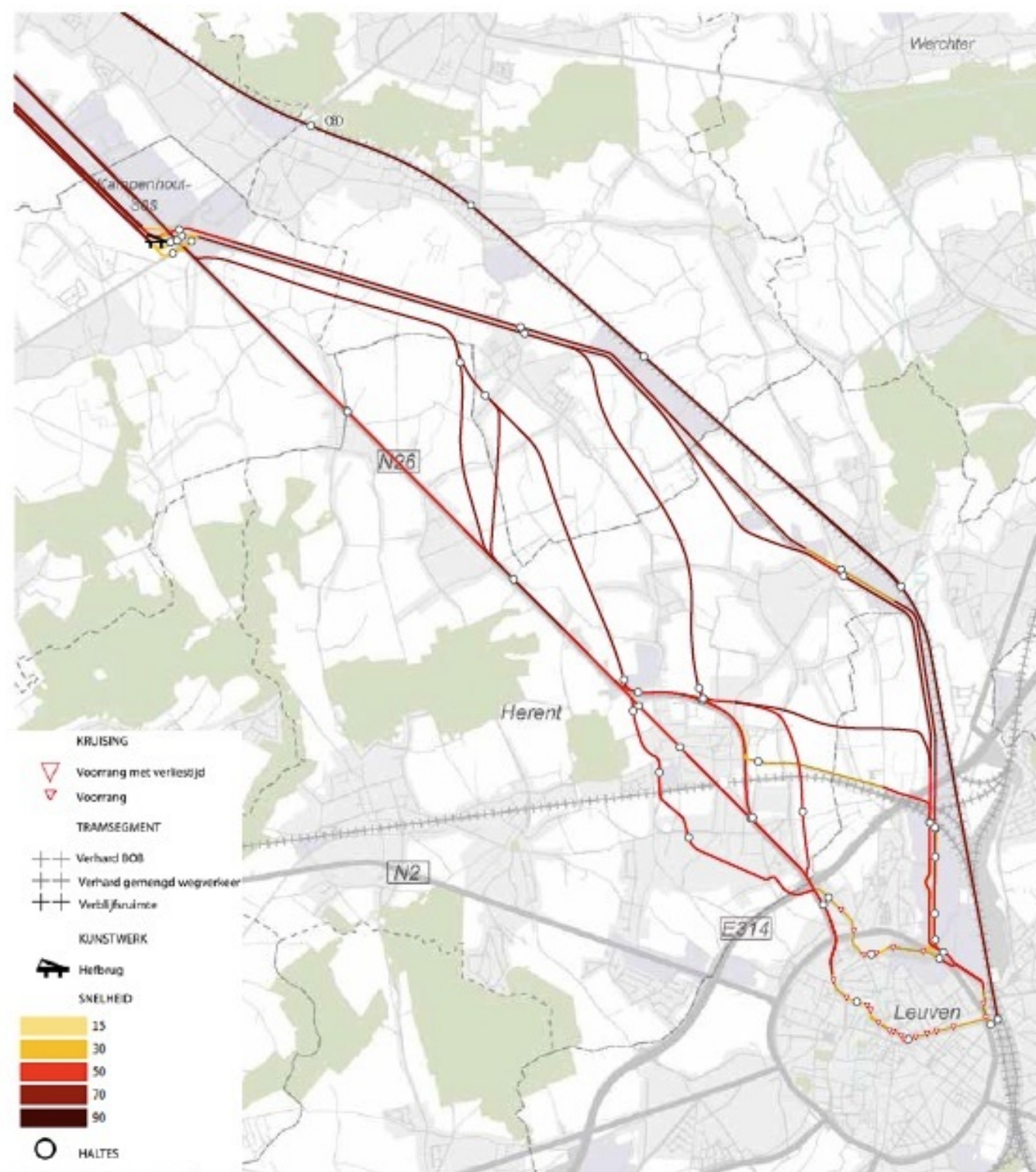
*interne kwaliteiten
transportsysteem*

impact op omgeving

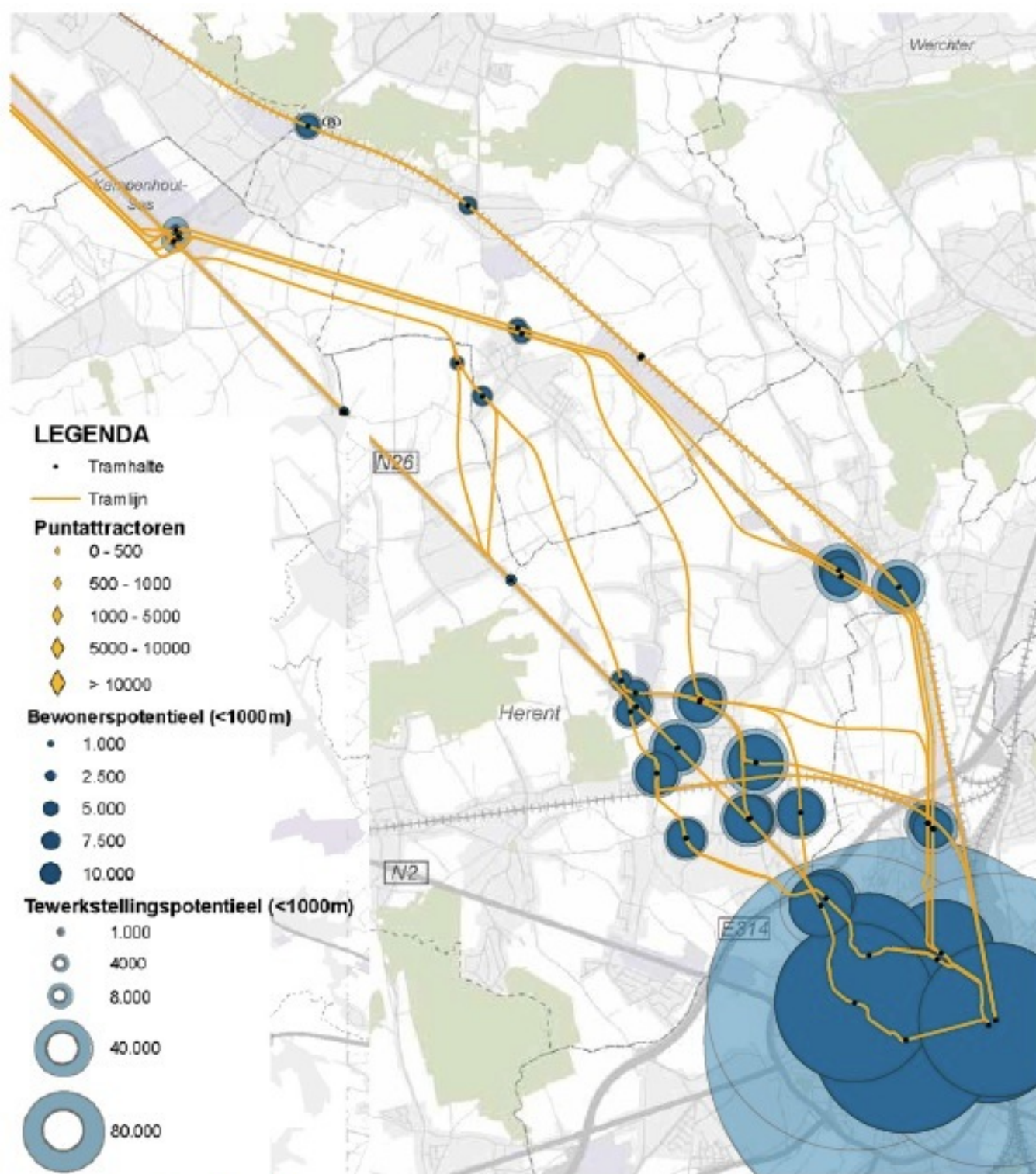




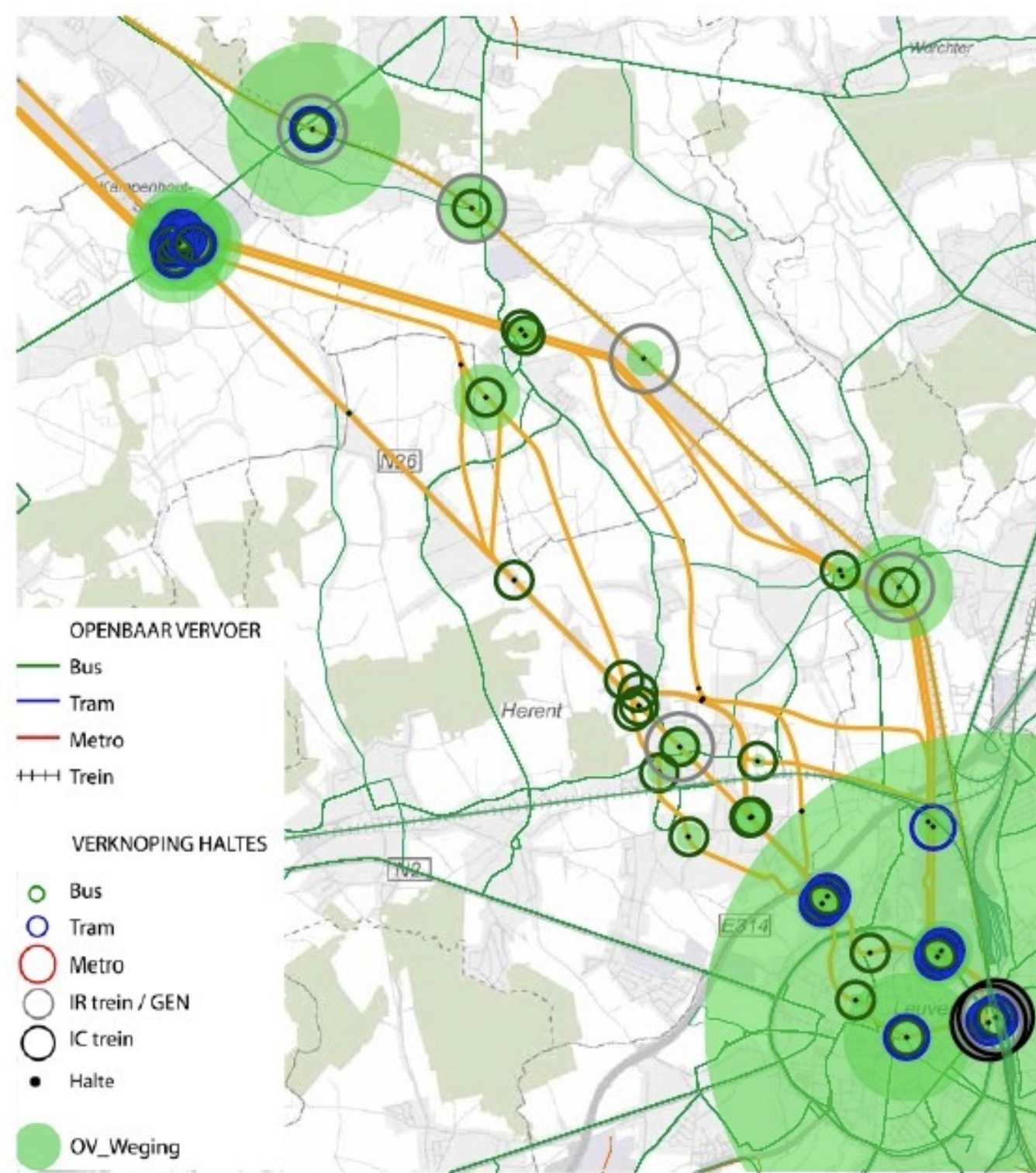
kostprijs infrastructuur: direct - indirect



snelheid (reistijd - stiptheid)



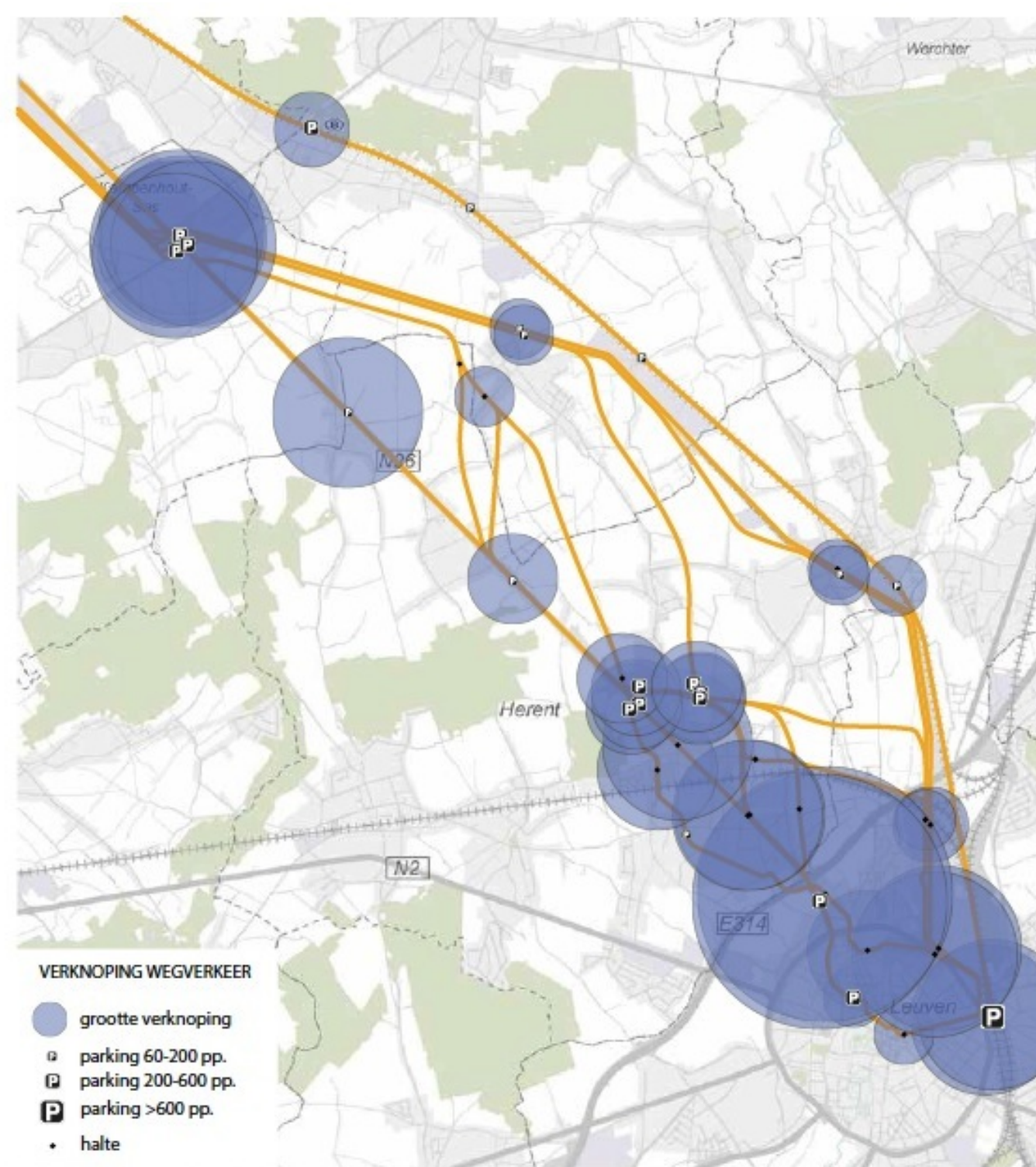
primair potentieel



verknoping openbaar vervoer

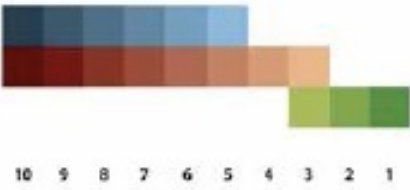


verknoping fietsnetwerk



verknoping wegverkeer

structuurversterking



- KWETSBARE OPEN RUIMTE
- VEN-gebieden
 - IVON-gebieden
 - Habitatrichtlijnen
 - Vogelrichtlijnen
 - Natuureservaten
 - Risicozones overstromingen
 - Biologisch (waardevol en) zeer waardevol
 - Ankerplaatsen

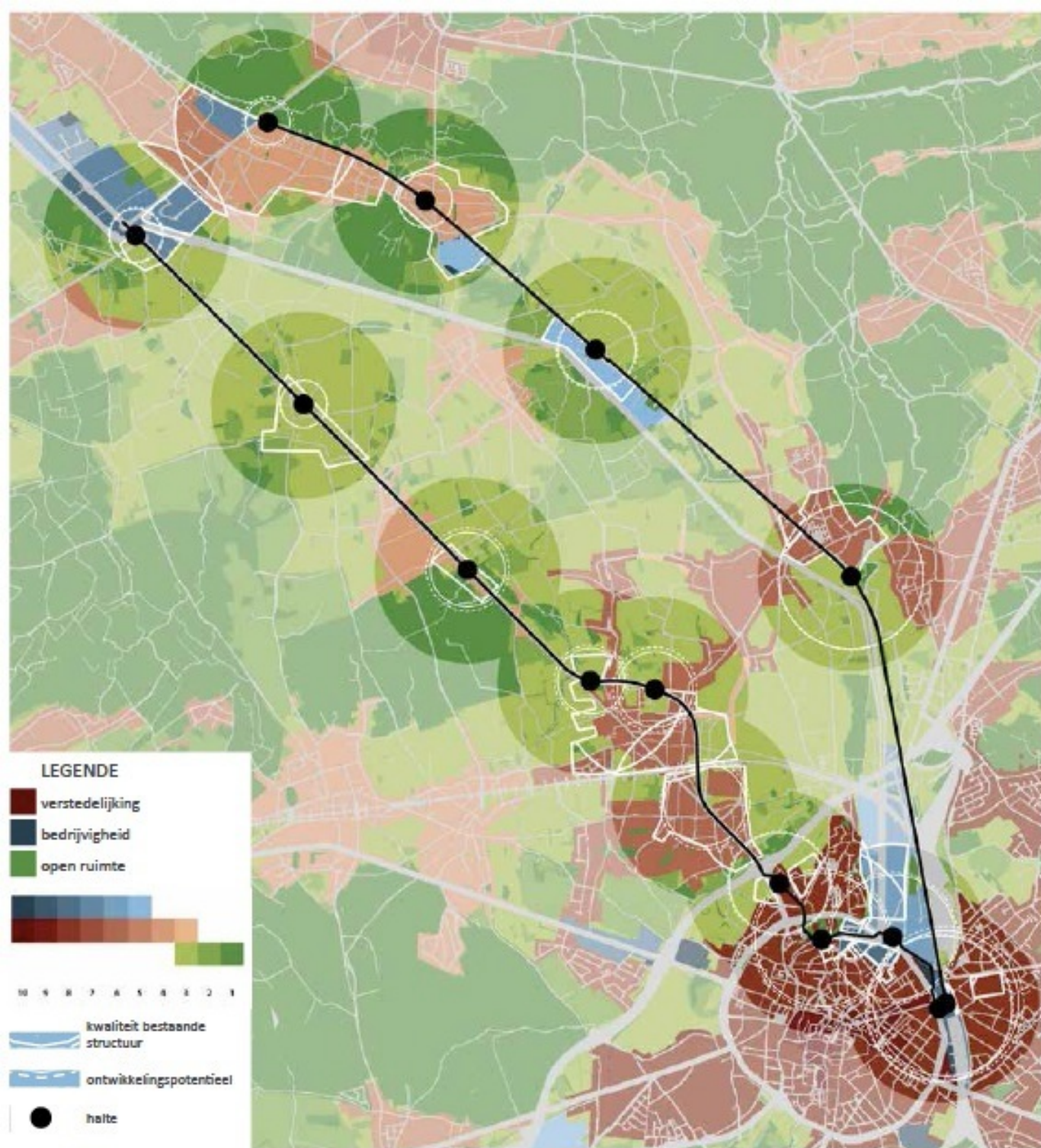
- VERSTEDELIJNG
- tewerkstelling/centrumfuncties +
Regionale steden
Brussel 19 gemeenten
 - tewerkstelling/centrumfuncties +
Vilvoorde
 - tewerkstelling/centrumfuncties +
Vlaamse Rand rond Brussel
Rand regionale stad
Kleine steden
 - tewerkstelling/centrumfuncties +
Hoofddorpen
 - tewerkstelling/centrumfuncties +
Kernen

CENTRUMFUNCTIES (pro memoria)

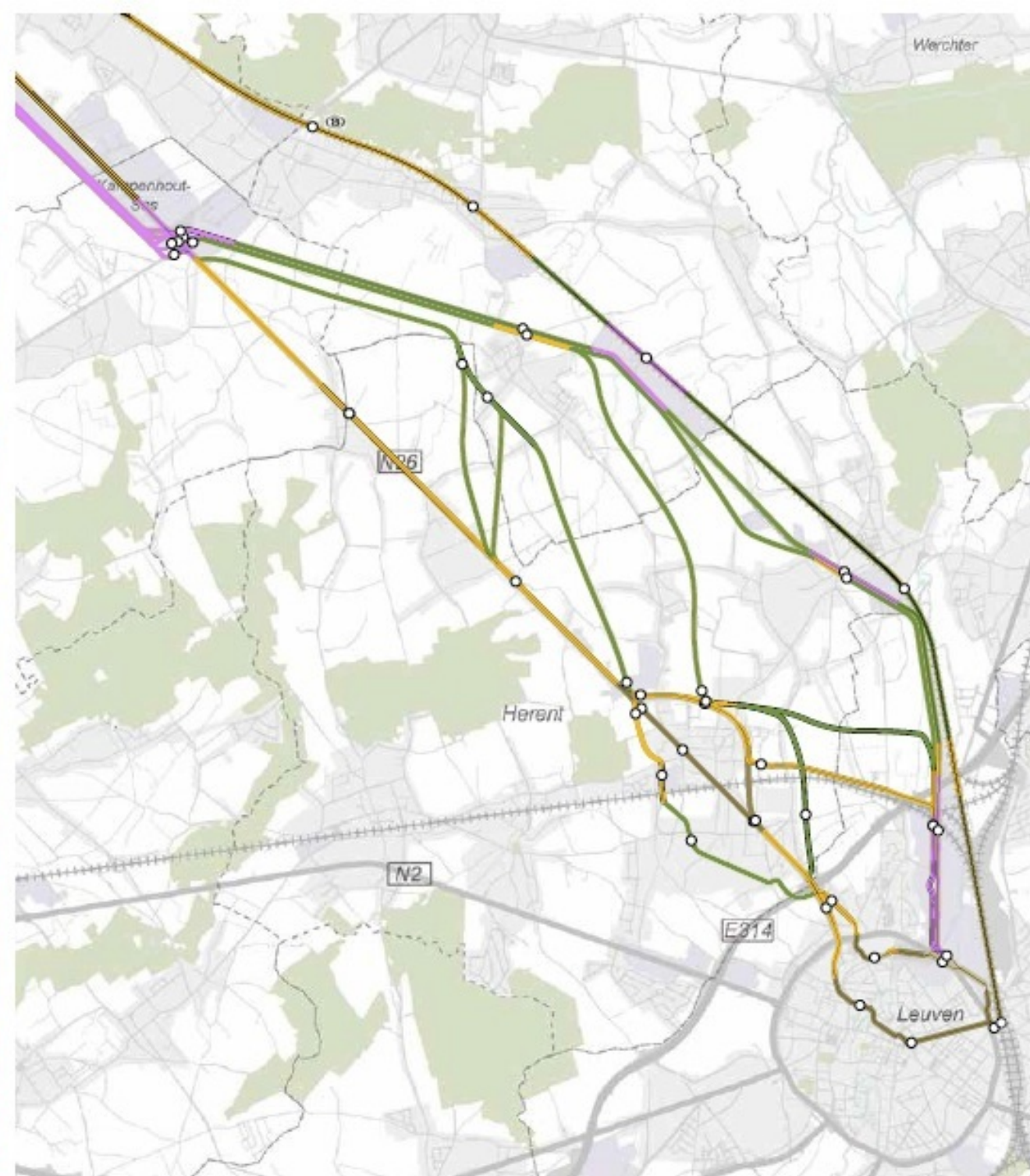
- BEDRIJFSGEBIED
- Bedrijven

- KWETSBARE OPEN RUIMTE
- Relictzones
 - Biologisch (zeer-, minder- en) waardevol
 - Uitbebouwing
 - Biologisch minder (en) waardevol

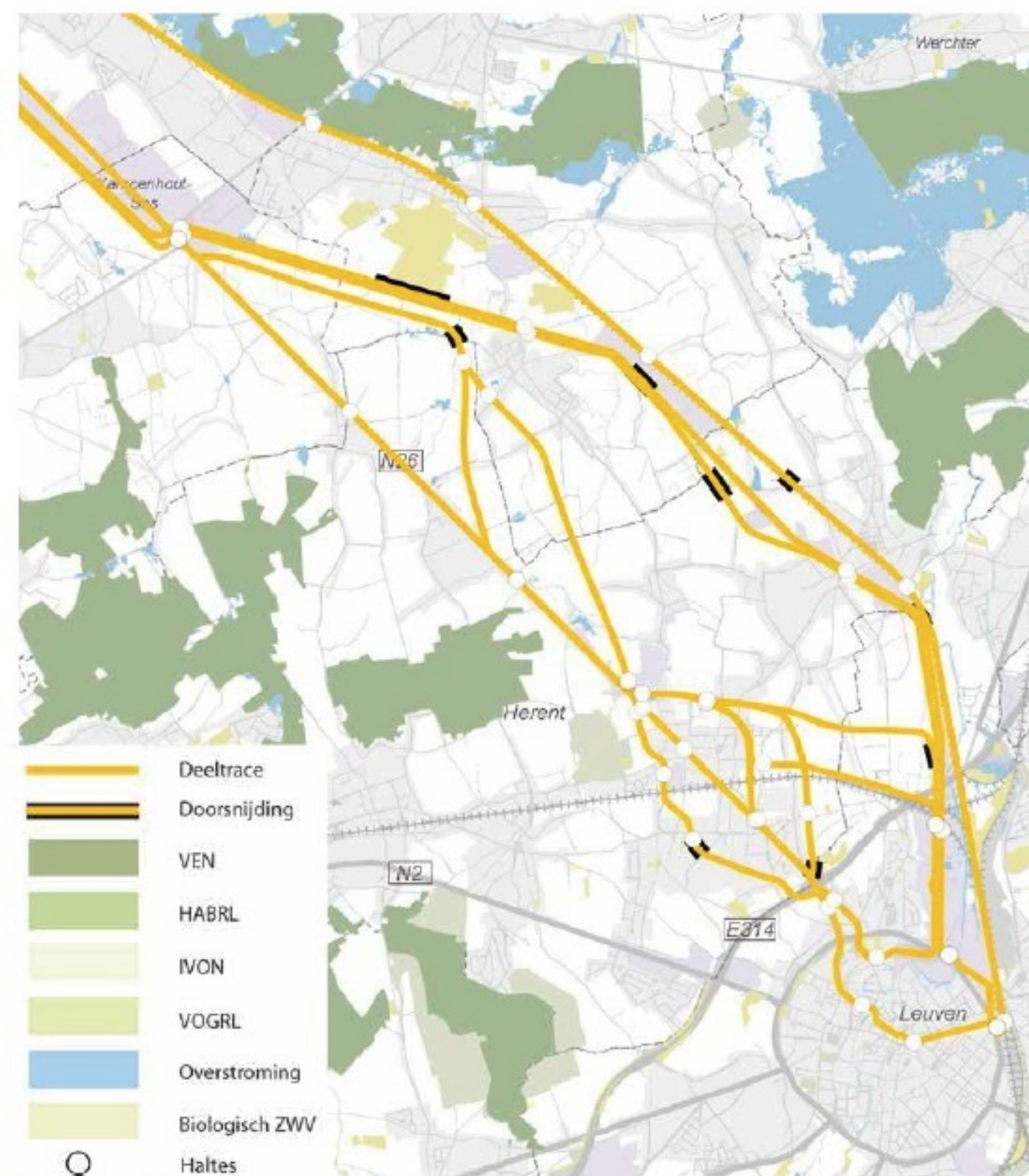




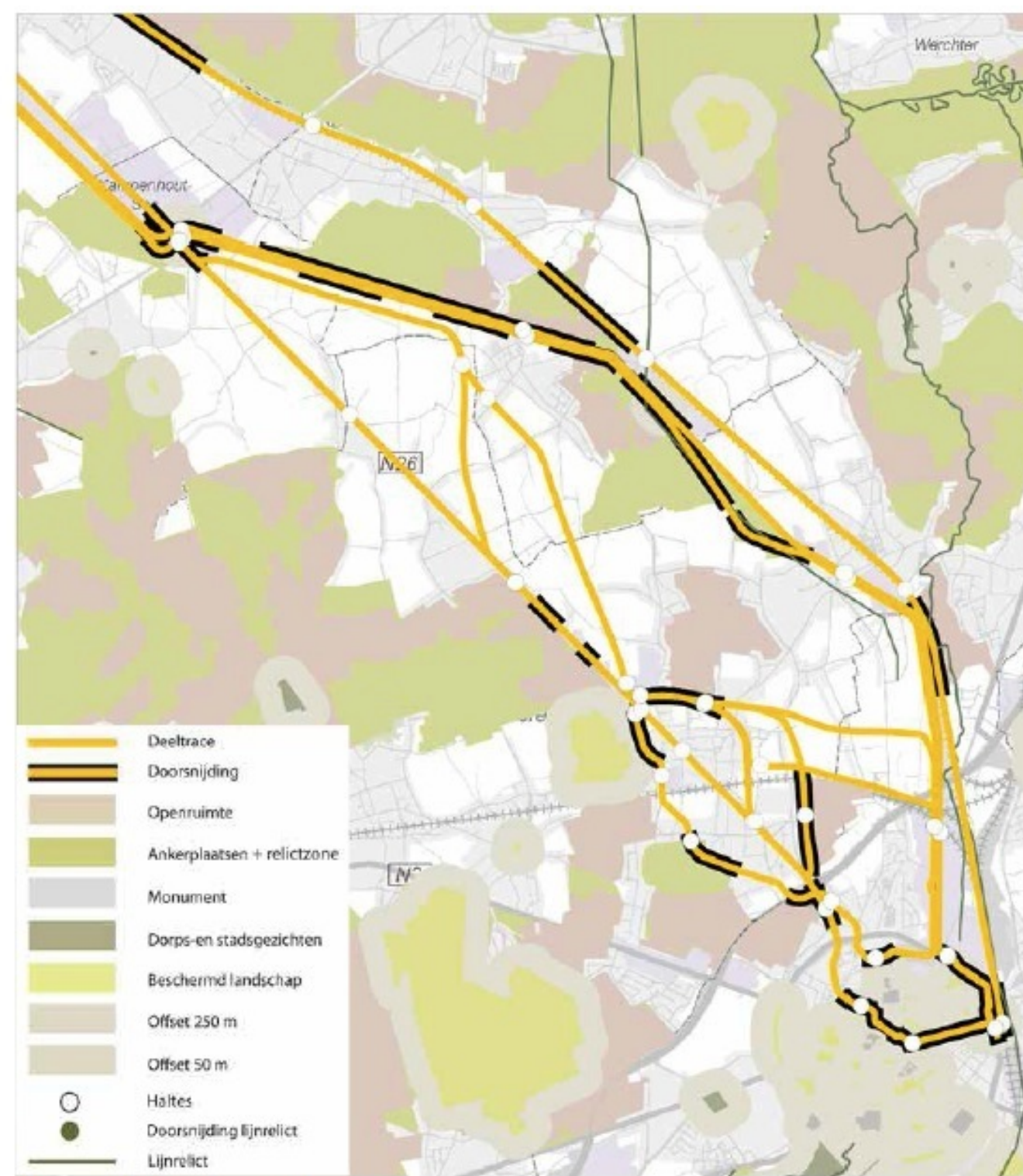
structuurversterking



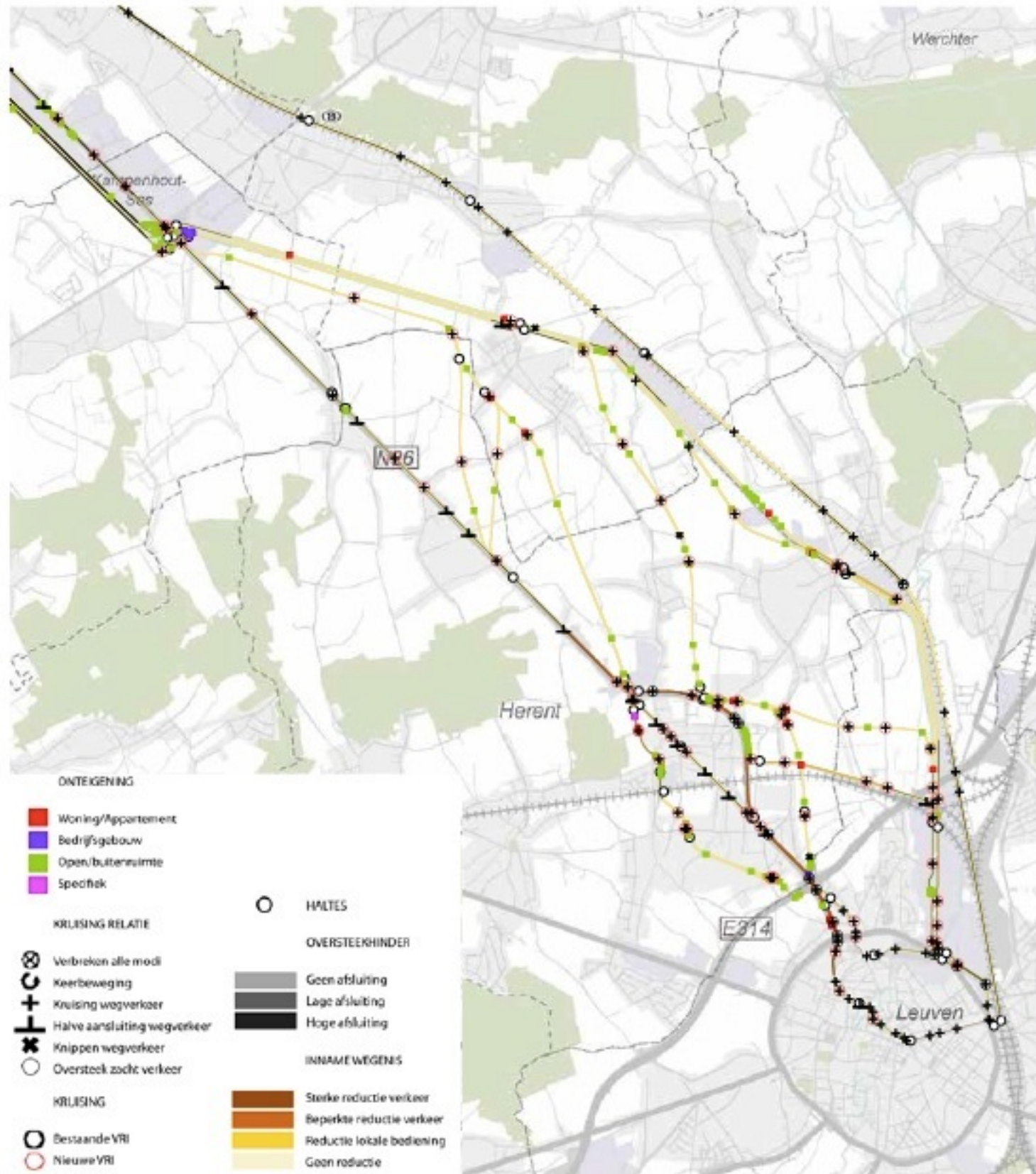
inpasbaarheid (infrastructuur - haltes)



doorsnijding en versnippering natuur

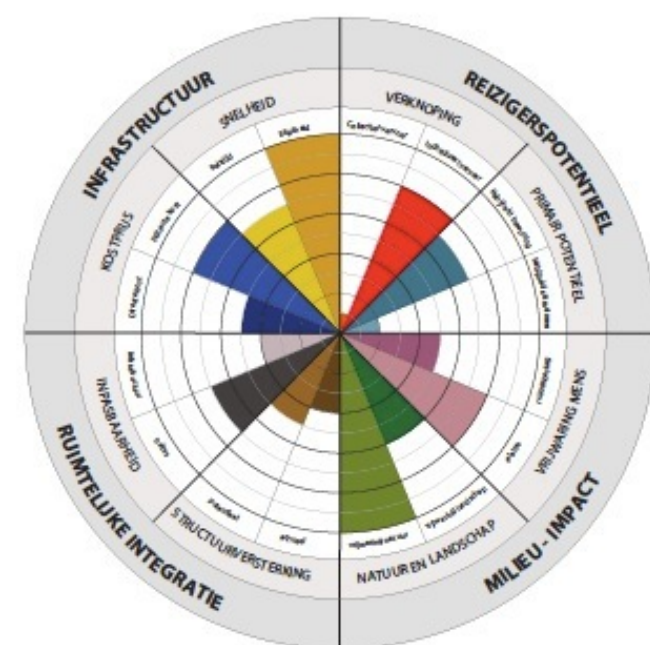


doorsnijding landschap

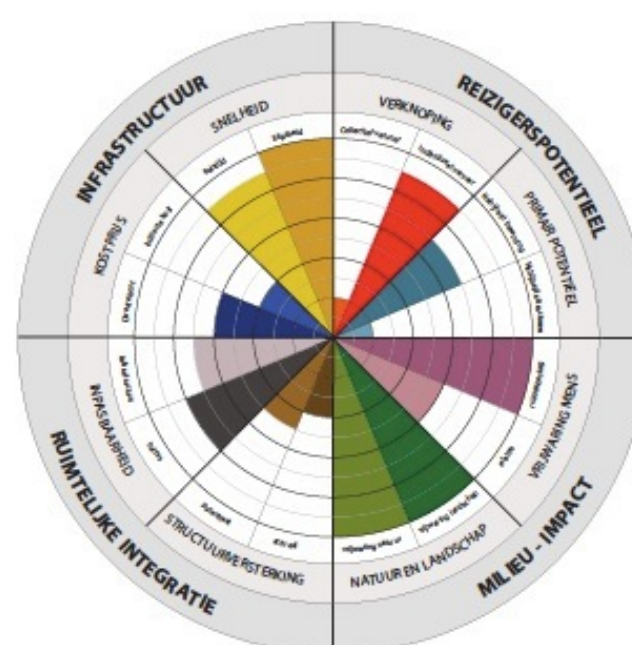


beperking hinder mens (ruimtebeslag - relaties)

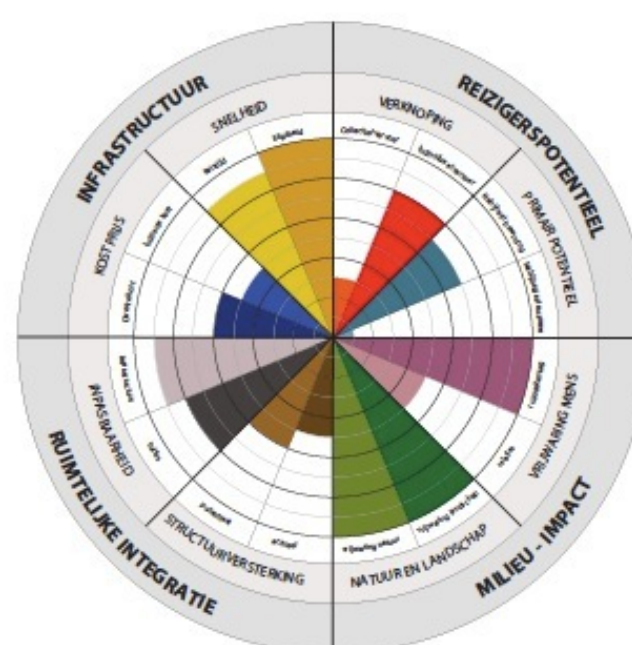
www.tramtracktracer.eu



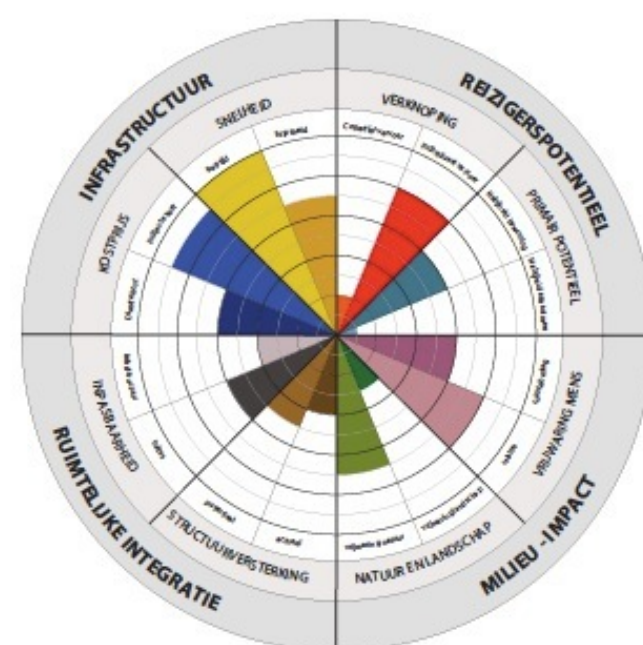
B1: Herent oost



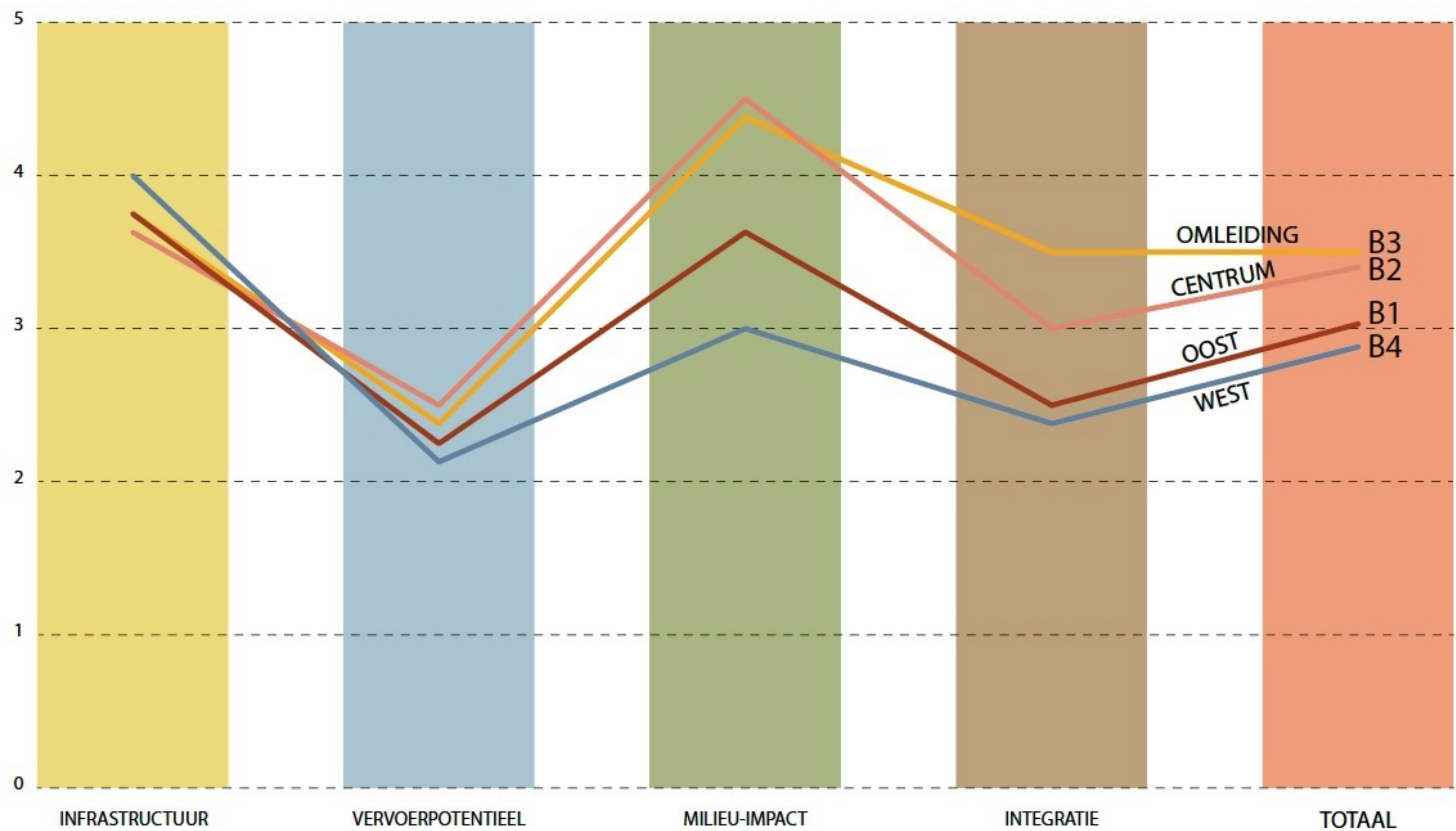
B2: via N26

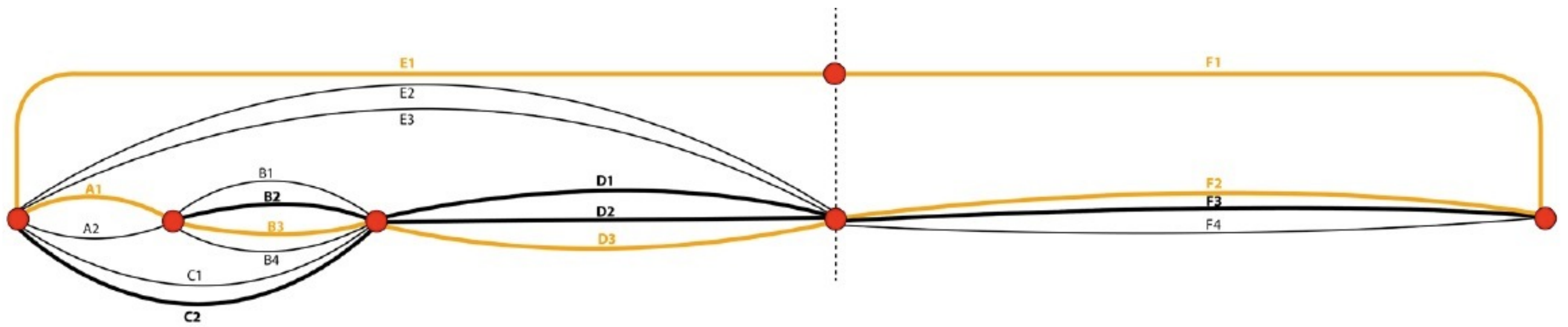


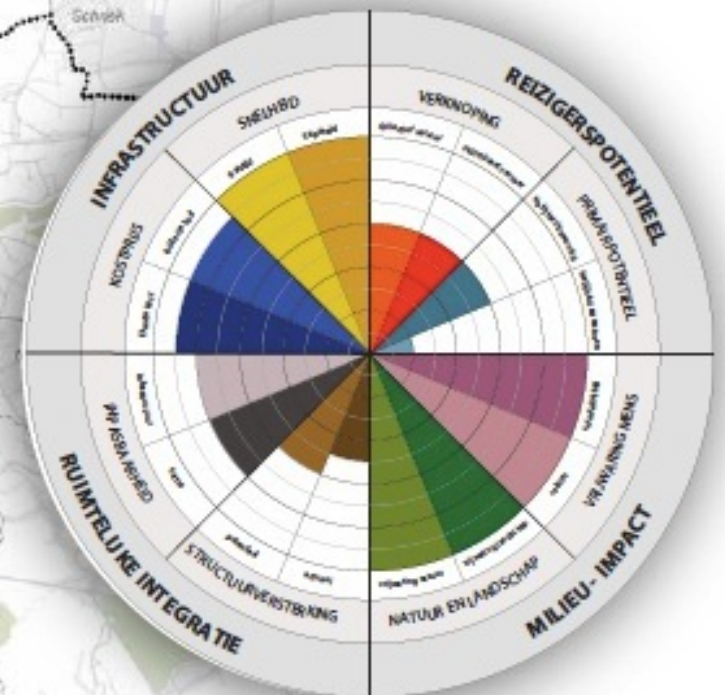
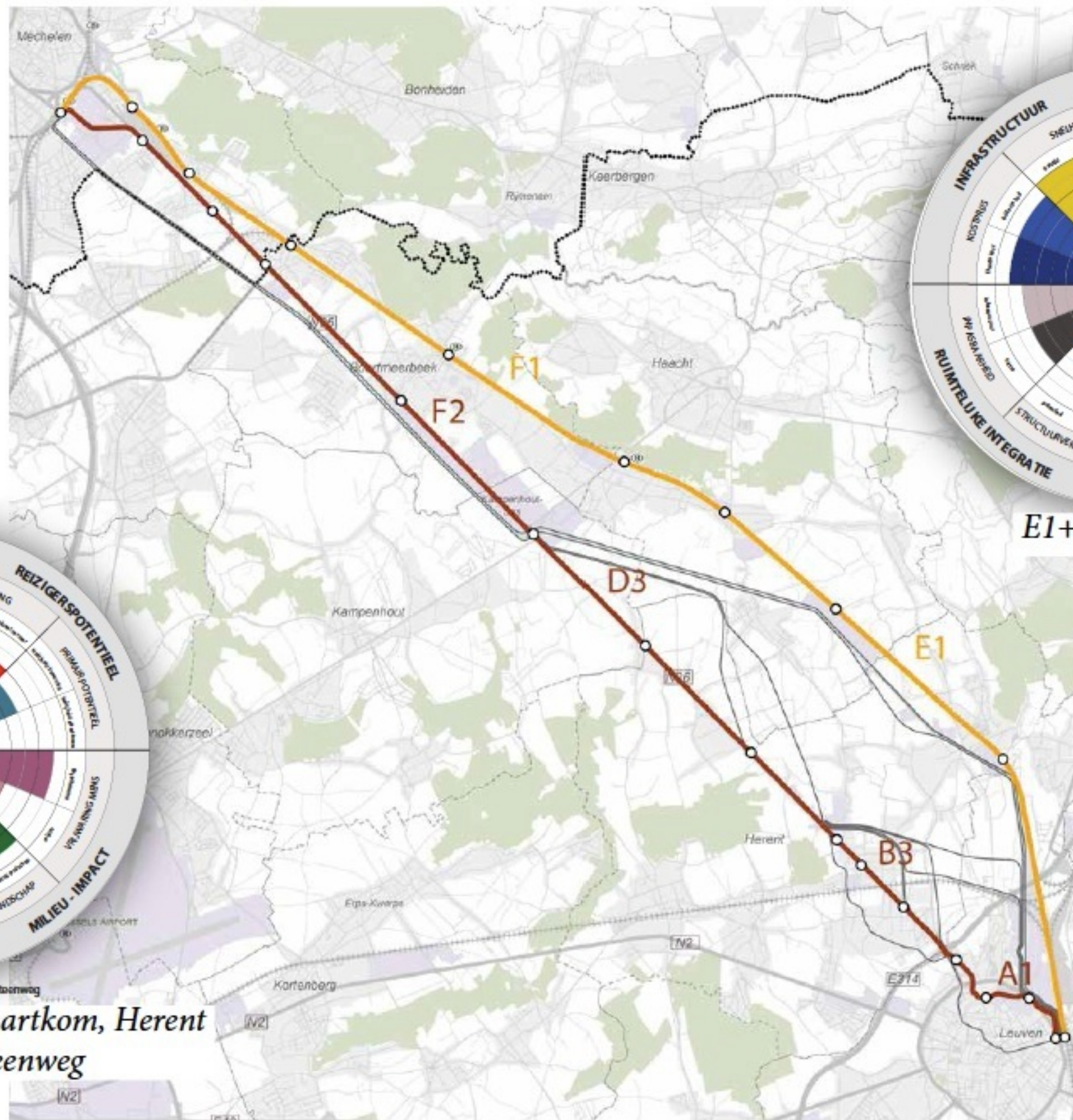
B3: via Herent centrum



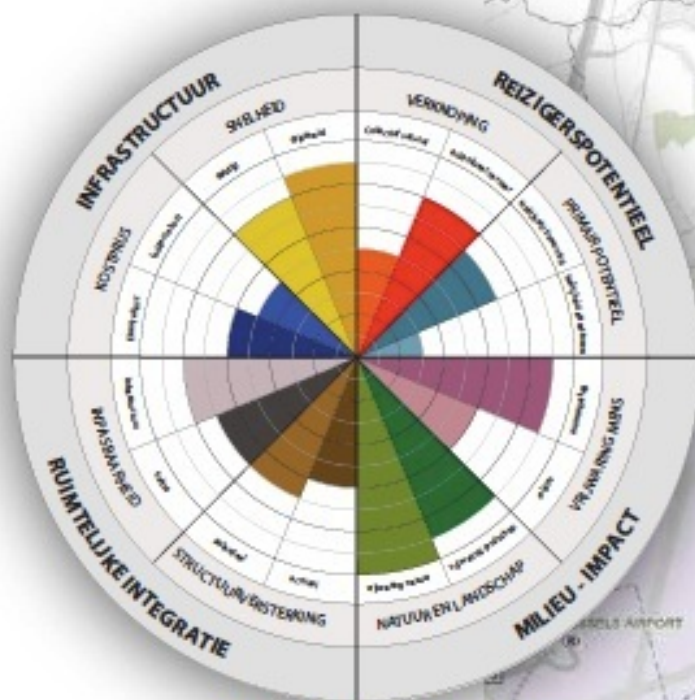
B4: Herent west







E1+F1: via spoor

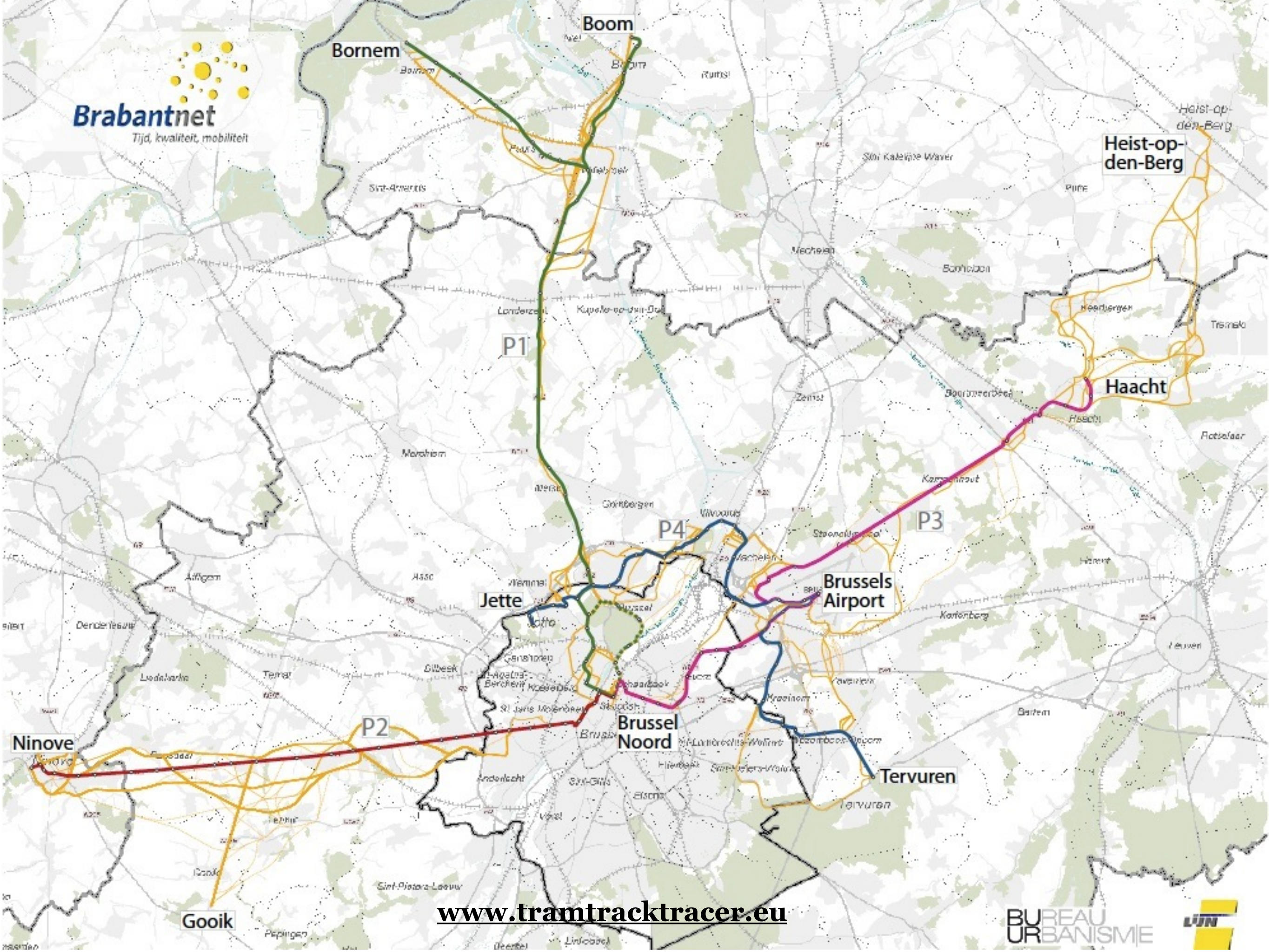


via Vaartkom, Herent centrum en steenweg

A1+B3+D3+F2: via Vaartkom, Herent centrum en steenweg

Brabantnet

Tijd, kwaliteit, mobiliteit



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BUREAU
URBANISME



***Gracias
Obrigado
Thank you!***

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www.buur.be