DESIGN VS. PLANNING

1. Design begins with customers and the needs of customers. Planning begins with goals, objectives, programs of action, and activities.

2. Design assumes divergence, disruption, and chaos. Planning assumes convergence, linearity, and order.

3. Design is expressive and embraces values and emotions. Planning is instrumental and embraces deductive logic and rational analysis.

4. Design is controlled by principles, product specifications, client values, and client response. Planning is controlled by rules, procedures, goals, and pre-determined results.


6. Design seeks alternatives and invites invention. Planning seeks to limit alternatives and encourages conformance to rules, timelines, and codified procedures.


8. Transformation requires design. Reform requires planning.

9. Learning organizations depend on the capacity to design. Bureaucracies depend on the capacity to plan.

*Engaging Students: The Next Level of Working on the Work*
*Phillip C. Schlechty, 2011, p. 48*