

## THE MANAGEMENT OF CHANGE - FROM REJECTION TO ACCEPTANCE

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### **Abstract**

*This paper intends to address some of the topics related to the management of change within the framework of conflict resolution and from a multi-sectorial and trans-disciplinary perspective.*

*Since the heritage system of the historic city appears as a product branded as “comprehensive market” with a designation of origin, which offers goods and services, we intend to reflect on the “management of change” from the viewpoint of the enterprise and its people. Taking that into consideration, the enterprise represents a business opportunity, just as the historic city is a comprehensive market. Scales may differ, but in both structures the two aspects are present: the business dimension and the personal dimension. They both face human opportunities, difficulties and feelings. Following this conceptual approach, an analysis is conducted on some key stages which its participant actors go through, as well as on more critical and significant aspects of the process.*



Multimedia presentation prepared by the author & Rodriguez Merino, E. (2015)

### **1. Introduction**

As the dominant forces driving the general factors of change— in particular, the external

ones— have already been conveniently identified and analysed<sup>1</sup>, today the historic city may be understood as a heritage system<sup>2</sup> thanks to the fact that urban conservation has come a long way regarding conceptual enrichment.

Today historical cities and their cultural heritage constitute a social resource that is clearly undergoing modification. **Changes arise as an avalanche that sweeps away anything in its path.** It is a “globalizing” change of paradigm which transforms the viewpoint of heritage assets<sup>3</sup>. And it comes accompanied by a series of strategies **oriented to the comprehensive market** and **implemented to respond exclusively to policies and values of economic nature and financial profitability. Therefore, historical cities are identified as a BRANDED product** in quest of their seal of identity and high economic performance.

The conception of urban conservation of the 19th century, focused on the monument, evolved in subsequent centuries towards an integrated understanding of the different types of space (open, closed, empty and built) and the components of the city. This implies an enlargement of its scales, its value structure and its interrelations. This substantial change of interpretation, from the monument to the heritage system as a whole, leads to the obsolescence of considering its components separately, as well as of the belief that the historical city is the result of a combination of heritage assets on the one hand, and the urban fabric, on the other.

Notwithstanding this, the changes caused by the comprehensive market are bringing about destructive results, similar to those that were brought about on occasion of the specific conservations of the 19<sup>th</sup> century— then, due to neglect of the environment, and now due to its destruction as a response to economic interests—, thus turning the conservation of many sites of heritage value into a rhetorical and virtual statement.

## **2. Methodology**

**Such complexity<sup>4</sup> requires addressing the management of change from multi-sector and trans-disciplinary perspectives in order to be able to canalise** both the collective and the individual expression and perception.

The criterion followed is based on a qualitative research of the different actors.

### **Comparative analysis and tendencies**

It is a process which requires a deep understanding of the needs, the mechanisms, and the construction and transformation efforts aimed at building a platform of political strategies, much more humane in nature, which may guarantee a closer proximity with the people. To that end, we

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<sup>1</sup> Socio-economic, political, technological, natural, cultural, etc.

<sup>2</sup> However, the integration of its historic and urban landscapes as substantial parts of the cities and historical sites does not guarantee the genuine understanding that the city as a system responds to, and inserts itself within, the larger territorial system it belongs to.

<sup>3</sup> Bandarán, F. Van O’ers. (2014: 120). Such transformation is marked by its constant and increasing pace, which pushes towards a flexibilisation in the understanding of heritage. This situation obliges us to the reutilization and optimization of all heritage protection instruments. In order to give response to the increase in the interrelations among the groups involved in the processes of transformation, it is required to implement a coordination of the different intervals, regarding their diverse levels and magnitudes, in which the changes are produced.

<sup>4</sup> Op. Cit. General topics like urbanization, urban development, climate change, social and economic development, the impact of tourism, urban transformations on the historical city and the change of paradigm in the values sustained to date.

need to strengthen disciplinary convergence, jointly with a diversity of angles and standpoints that are present in the “historic city” in order to develop new inter and multi-disciplinary strategies which may allow us to reconcile and adjust the requirements of the scale of patrimonial value to be protected, in consonance with social requirements integrated to planning and development, within the framework of urban sustainability, understood as interdependent fields.

Some of the instruments to be used: the ADKAR and DAFO Model’s.

### **3. Analysis. Historic City. Comprehensive Market. Enterprise**

#### **Present situation**

In accordance with the *World Bank’s Urban and Local Government Strategy*, cities are converted into a **potential “comprehensive market”**, an economic area with a designation of origin that offers goods and services, and which extends to their neighbouring, peri-urban and/or adjoining rural sub-regions<sup>5</sup>, even calling into question the very **sense** of preserving the authenticity, the historical fabric and the **transmission of heritage values of the historic city**.

From the outlook of a Comprehensive Market, the historic city and the enterprises therein contained represent a **business opportunity**. Scales may differ, but in the two structures both the business and personal dimensions are equally present. The one and the other have each opportunities, difficulties and human feelings associated thereto.

**From a global standpoint**, historical cities and their heritage constitute a social resource undergoing an evident modification, particularly if the forecasts that 80% of the world population will be living in cities by the year 2030 are to come true. Therefore, this increased social resource would require new strategies, both as to the discipline and the scale, in order to reconcile and adjust the heritage value requirements to be protected in keeping with the social requirements and those integrated to the planning and to the development processes supported on urban sustainability criteria.

#### **Some policies that lead the development of the historic city towards a Potential Comprehensive Market are:**

**The shortening of historical antiquity, in order to grant pertinence of heritage value to an asset** has caused a considerable increase in the number of patrimonial assets to be preserved. Although this has been beneficial for many assets that were ignored in the past, such exponential increase poses enormous difficulties to urban planning, the economic aspect of conservation, the political sphere and the re-adaptation of the management of change.

This modification of the time and spatial nature has been accompanied by several phenomena: the increase in population in the cities and the resulting urban transformations; legislation on heritage protection that is not always complied with; global tourism lacking adequate control, which alters the social guidelines and the cultural traditions of those communities. Therefore, as I have said before, changes appear as an avalanche that sweeps away the transmission of values, together with anything in its path and leads to confusion. We are facing the impossibility to maintain the authenticity and the historical fabric of those assets we have attributed value to, when in fact there is no reason why they should be incompatible with their economic development and functionality.

**The decentralization and transfer of duties** from the central government to local administrations has caused an increase in responsibilities. The economic restructuring and decentralization have generated an accelerated privatization and marketing of the space and, as a

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<sup>5</sup> Bandarán F. and Van O’ers, R (2014:148).

consequence, the commercialization of culture and heritage, with the resulting alteration of the urban make-up and the promotion of theme parks.<sup>6</sup> In addition to this, we must point out the inadequate regulation of the real estate market and the urban land.

**The policies and directives** which, in their operation, interact in spheres and/or platforms which are diverse among themselves, in accordance with different disciplines, objectives and premises. In many cases they ascribe to guidelines applied to the global universe, as if they were all an “one-size-fits-all” formula, with little or no contact with the real users, who are the inhabitants and dwellers of the city and its heritage.

**The urban transformations and the decisions** made on the design and planning have followed an “autistic” rationale in their execution, with limited participation of the community. In general, the call for civil engagement merely amounts to empty rhetoric. The opposite attitude would advocate a free-flowing dialog and a closer proximity to the local inhabitant’s interests and claims. One might ask how such participation can be made effective, what degree of integration to such process there is, which are the guidelines and directives to take action and how they can be made effective.

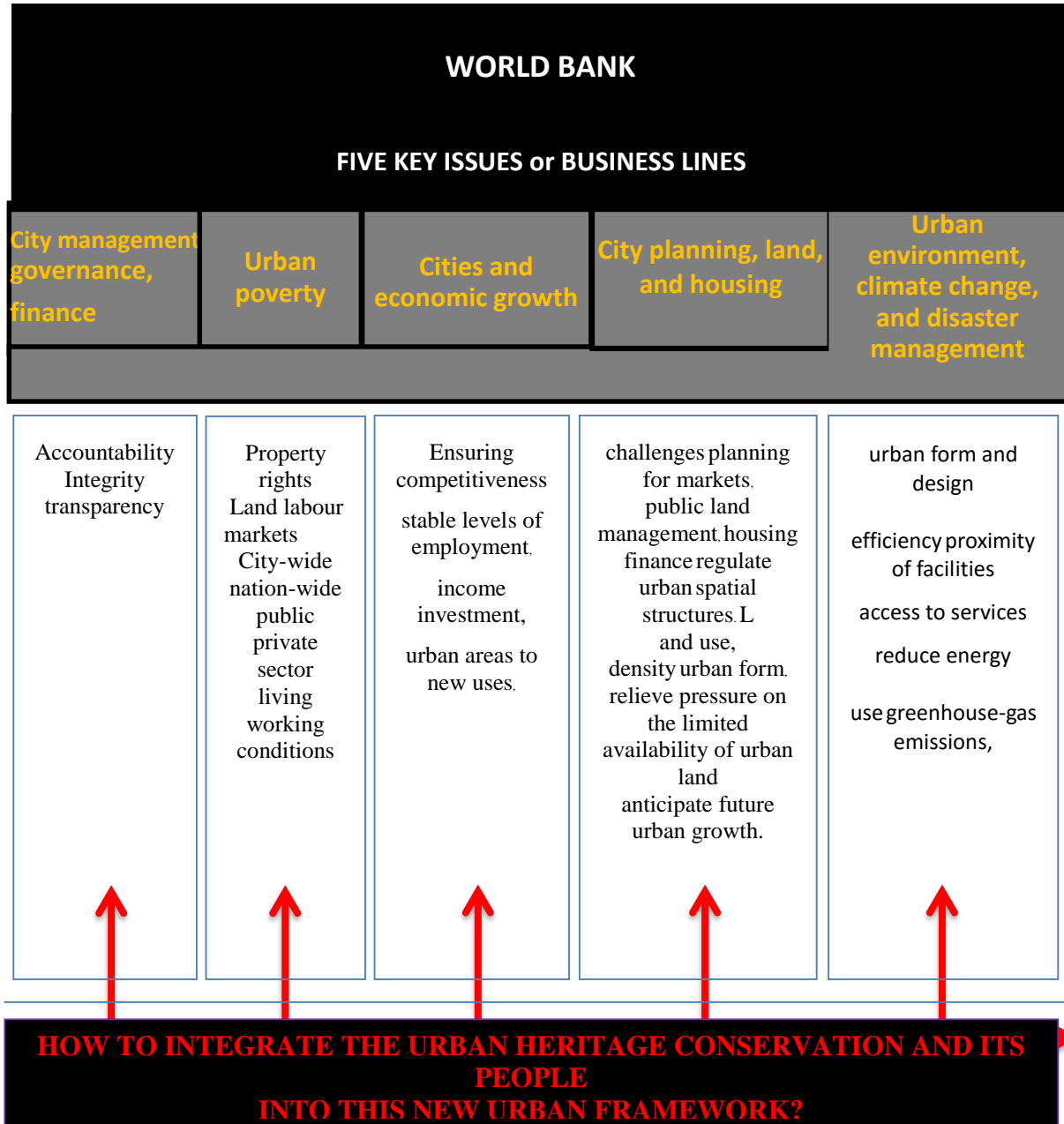
**Urban policies** are fundamentally oriented to the fulfilment of goals that are exclusively focused on economic and financial profitability. And therefore, they move further away from their fundamental and original goal.

**The policies being implemented**, though necessary, turn out to be insufficient. We tend to forget that any actions conducted in order to preserve the heritage should be meant for the benefit of the inhabitants of the area and aimed to improve their life quality, instead of mere tourist enjoyment—which would be far from negligible as a goal, if urban tourism were balanced enough. However, the focus is clearly placed on the others, i. e. to external beneficiaries, instead of finding a balance that takes into consideration the personal and individual needs of those who conform the groups.

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<sup>6</sup> Bandarín F. and Van O’ers, R (2014:151).

**Strategy. General framework of the problems of urban management  
Five Business Lines**



Drafted by the author, with data extracted from the works of Bandarín and Van O’ers. (2014)

**The World Bank scheme.** Urban management<sup>7</sup> and the conservation of cultural heritage in historical cities are under the influence of the strategic model proposed by the World Bank to develop lines of business.

This model describes a framework of urban management for each independent area, in accordance with different disciplines, objectives and premises. And it deploys a kind of "*heritage conservation*" which presents difficulties for insertion, with **its main focus oriented to interlinked business opportunities, but scarcely aligned with the people's perspective. As a result, overlooking the human dimension, in pursuit of excellent global market opportunities, may lead to high human costs and an overall failure in the management.**

The transforming power and the extent of these policies on historical cities is widely known. Bandarán and Van O'ers<sup>8</sup> are also endorsed by qualifying descriptions such as "[it is] *destructive and inadequate to prioritize authenticity*", the defence of the values of the historical city and the "*restoration of the historical fabric*", since it is considered as a "*static and monumental approach inherited from the last century*".

Its priority is oriented to favour the new projects which are decontextualised from the heritage site, thus stripping them of their character and essence, and configuring a spirit that is typical and particular of such place<sup>9</sup> in favour of a type of conservation in permanent change, which destroys it and converts it into a different space. This call into question the "limits" of the transformation of heritage and its resulting loss of identity. It would be wise to revise where the focus has been placed for each of the measures implemented, whether they are visible, concealed or scarcely developed.

**Conservation and valorisation from the people's perspective.** Given that the sense of community and the practice of humanely sharing without the interference of money interests seem to have been drifting away for a long time, questions like "where" and "what" is being granted power and value are only a reflection of the above-mentioned shortcomings. The priority is exclusively and hierarchically placed on the economic activity, the business, without a responsible evaluation of the consequences, or an assessment of what the real business is and who its beneficiaries are.

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<sup>7</sup> Bandarán and Van O'ers (2014:148) Cultural heritage and its economic assessment, productivity and unproductiveness, direct and indirect economic benefits, the tourist industry as an economic drive, not to mention the impact of the local economic performance and human development related to the location and the community.

<sup>8</sup> Bandarán F. and Van O'ers. (2014:167) "The fact that a rigid conservation doctrine, taking precedence over social-economic functionality, may lead, among other things, to a decrease in the vitality and the capacity for recovery of the historical city, might have devastating effects in the long run. In today's world, cities are a centre of economic, social and cultural activity, where the diversity of encounters and interactions generate new initiatives and ideas."

<sup>9</sup> Ibid. (2014:166) Lynch Kevin in "The image of the city" appealed to the joint working efforts of our emotional and rational systems. For that reason this author states that "we need an environment that is not only well-organized, but is also poetic and symbolic. Such environment must speak of the individuals and their complex society, their aspirations and their historical tradition, the natural setting and the complex movements and functions of the urban world. But the clarity of the urban structure and the liveliness of its identity constitute the first step towards the development of strong symbols. Appearing as an extraordinary and consistent place, the city provides a base for grouping together and organizing these meanings"

#### 4. Conclusions

*“The management of change consists in the process, tools and techniques required to manage the human dimension of organizational changes in order to reach the desired business outcomes.”*<sup>10</sup>

Therefore, both the historical city and the enterprise are subject to **two simultaneous processes**. One is **analytical**, deliberate and forward looking (the rational and conscious system), whereas the other is **existential, instinctive**, and oriented by sensibility (the emotional system). **Both processes intend to control conflict scenarios.**

If the practice of urban conservation has been, so far, unable to develop and implement methods or instruments that are versatile enough to manage jointly the transformations and the persistence of integral value of the historical cities, their specific elements and qualities which justified the conservation of their heritage, it may well be due to a lack of sufficient consideration **of a joint management** of both rational and emotional systems.

Change needs to be understood from a strategic viewpoint. In it underlie the reasons for business and the manner in which it takes a competitive stance in the market.

The relation between changes and strategies indicate the source of change, the reason for its development, the cause for its acceleration, and the focus on people and technology.

Needless to mention that there must exist an active political commitment, and everything concerned with the technical and institutional resources implied, as well as the need that the framework of management needs to be flexible enough to integrate previously unforeseen aspects.



Multimedia presentation prepared by the author & Rodriguez Merino, E. (2015)

The **strategies must be focused on** maintaining the value of the site as a whole, integrated by its particular and historical qualities, constituted by its urban fabric and spaces, its stratigraphy

<sup>10</sup> Bibiana Correa. “Gestión del cambio”. Especialización en Gerencia del desarrollo Humano EAFIT -Modalidad Virtual

through time and, very specially, taking into consideration the needs and desires of the population, in order to avoid its disintegration and the consequent difficulty in the regeneration of its values.<sup>11</sup>

A balanced and ethical management, which derives in equally beneficial economic and social results, brings about the generation of a stable system. All economic activity must serve the common good. The cooperation between economy and society implies an **Economic improvement of the Society** and, in turn, a **Social improvement of the Economy**<sup>12</sup>.

One could ask what is it that we actually want to manage, as well as its aims, its beneficiaries, its feasibility, the scales of application, the areas, the disciplines and the actors, just to name a few.

Change originates in the competitive field, and so globalization hits markets, products and clients. From a business perspective, **managing a change correlates with the outcome of business projects** (aspects related to the process, structure, technology and strategy, i.e. organizational dimensions, clients, markets).

Projects require the joint development of “**project management**” and “**the management of the human dimension of change**”. Both areas bear equal importance, thus requiring to be rigorously addressed as a single unit. On the one hand, there is the **project management**: scope, timeframe, cost, technical goals and business goals; and on the other hand, the **management of change, considering the human dimension, which is the one that makes such change feasible**.

The management of change has three legs, one of them being the human dimension. If change is achieved with people, and not in spite of people, it is imperative to determine the extent of its impact, and how it may be processed and developed in order to accompany the groups in their decision making.



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**These three aspects are equally relevant with regard to:**

- **the change itself:** What is undergoing change? What is the reason for that change? What are its implications?
- **the project administration:** its technical aspect
- **its management:** the human aspect of change

<sup>11</sup> Jokilehto, J. Management of Sustainable Change in Historic Urban Areas Zachetti, Silvio (ed.). Conservation and Urban Sustainable Development-A Theoretical Framework. Recife: CECI.

<sup>12</sup> Pérez Díaz, José Manuel – Pericles. Emprendimiento social. CIVSEM. 2014

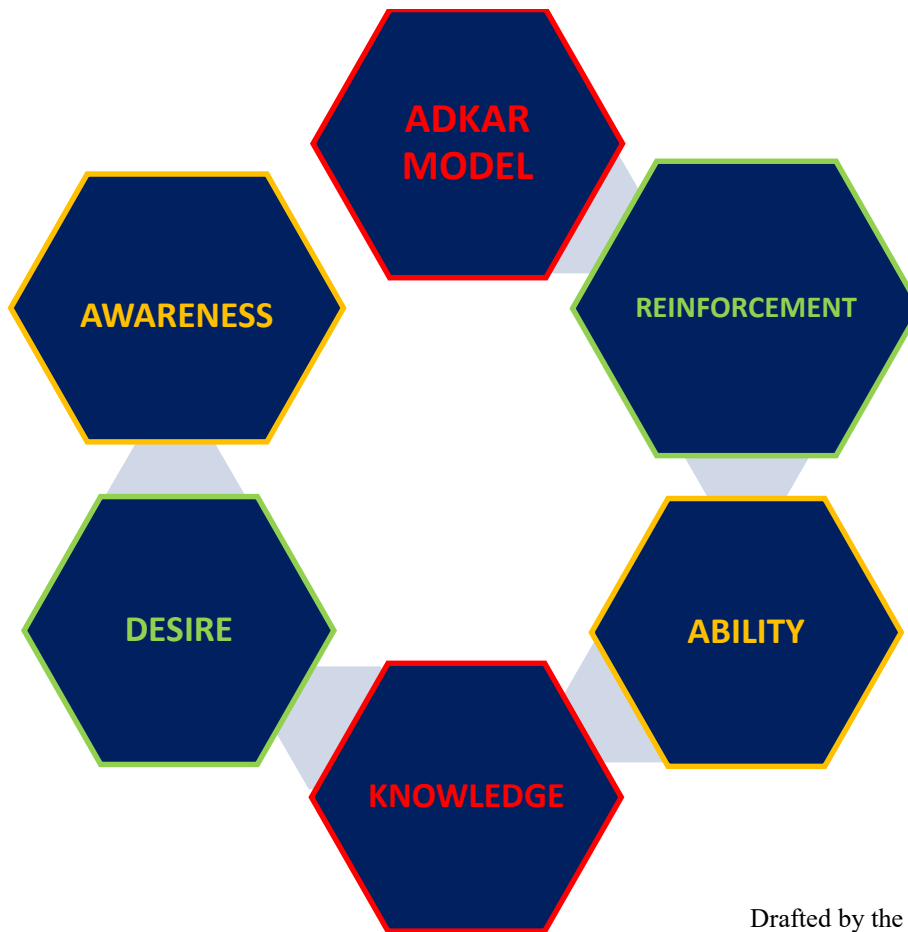


The ADKAR model allows us to understand the nature of change, its causes and the risks of not changing. To that end, it requires skills, dexterity, capacity, determination and knowledge to implement the change.

- **Knowledge.** This knowledge base helps clarify the necessary *skills and behaviours before and after the change.*

**It shows the relation existing between**

- **Awareness** (*understanding of the nature of change, the reason for its need and the risk of not changing, in relation to Ability, i.e. the capacity to develop it and put into practice the necessary knowledge for change*);
- **And Desire, i.e. the motivation and personal determination,** jointly with **reinforcement and the actions to be performed** to sustain change.



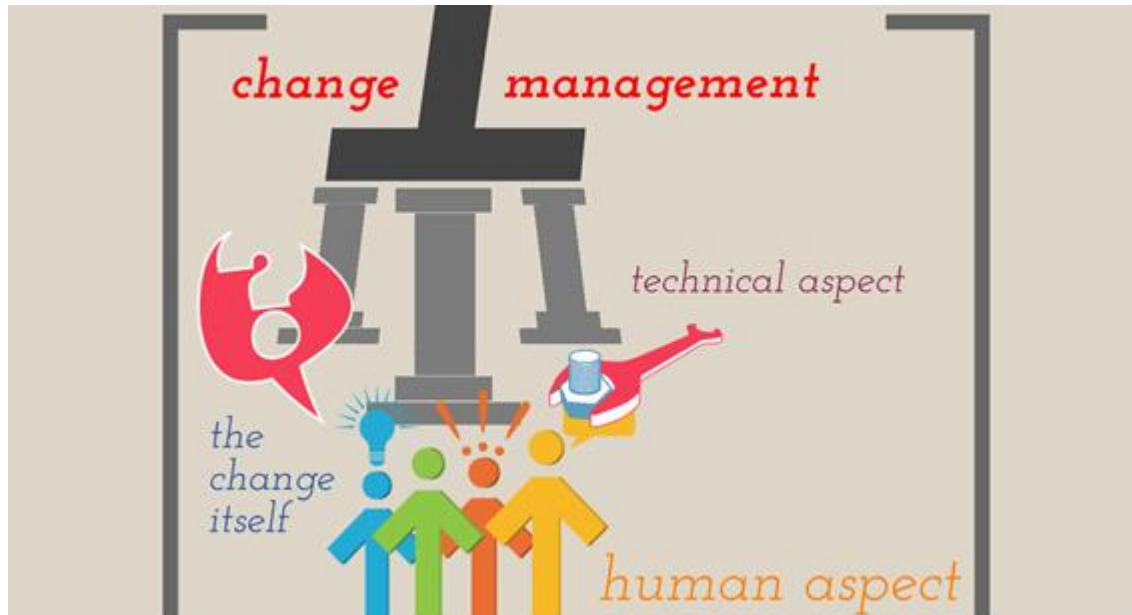
Drafted by the author

**STRATEGIES OF MOVEMENT**

- A** Facing daily communication / leader Sponsorship
- D** Leader Sponsorship / Resistance management
- AD - K** Training - instruction
- A** Training instruction
- R** Leader Sponsorship

analysis?

**Management from the Human Dimension of Change Impact.** Changes take place within at a level that is inaccessible for the citizen and therefore, the political directives tend to dilute before reaching it. This situation leads to a source of conflict, deriving, in many cases, from impotence. It would be useful to know how change processes of the physical shape of the city are assimilated, measured and evaluated with respect to the inhabitants, its impact on the social structure, and its functionality, activities, rituals and customs. At the same time, a greater clarity in the existing instruments would allow the citizens to feel and become involved with the management.



Multimedia presentation prepared by the author & Rodriguez Merino, E. (2015)

**What happens to the person when change arises?** The first reaction in the face of a possible change, both for heritage institutions and the local community, is a negative one. And this is so, for the former, because it questions the values of conservation, and for the latter, due to the uncertainty that it brings about. Human beings, instinctively, tend to resist any kind of change since there exists a time difference in the assimilation between internal (emotional and rational) and external changes. For humans facts need to be “felt and interpreted” from an existential perspective. And thus, change is regarded as a problem which is feared and a cause for emotional instability which needs to be managed. It is a process which originates in the individual perception of something that was ignored and subject to multiple interpretations, which are transformed over time.

A positive response to change will depend on the **sense** that each one attributes to it. It is all about a conflict between the rational and emotional systems generated by the impact of organizational changes on people.

**How are these changes processed?** With support from the interpersonal, individual and teamwork perspectives. The aim is to assist the person in its existential process, so that the management is balanced, integrated and sustainable.

**With regard to the business dimension and in the competitive aspect**, what does this change mean for the team? Is it prepared to face the change? What skills are held at present and which are to be developed? What would happen if there was no intervention in such “people’s” dimension?

Any change, before or after, turns into an emotional trigger. The emotions and the positive and/or negative consequences will depend on the standpoint from which they are looked at, which implies both a challenge and an opportunity for discovery. But what they definitely require is a period of combined adaptation.

**Communicative Attitudes.** The quality, type and magnitude of a management proposal (both in general and in particular) will depend on **a series of attitudes and behaviours towards and with the persons that conform the team.**

**Striking a balance in the way of accompanying and communicating the changes.** A change constitutes a transition and is managed on the human side of change, considering the balance between the rational and emotional systems so that the message is understood. There must be a clear direction so that the intrinsic motivation does not decline, since the business outcome needs to be achieved through the people. Therefore, the key to success lies in the execution rather than in its design.

The policies, strategies and tools, though absolutely clearly expressed, could turn out to be insufficient, since the success of a business project requires a higher degree of involvement with the groups.

Likewise, it is necessary to:

- Reduce uncertainty by means of transparency.
- Always involve the team in decision-making.
- Communicate any change or threat thereof.
- Clearly explain the reasons why change is necessary.
- **Transmit** expectations of change **clearly**, allowing some time for them to settle in. Every change requires a period of adjustment to the new approach, since it may represent a challenge and an opportunity for discovery.
- Avoid any information gaps, which may lead to distrust.
- Eradicate indifference.
- Maintain the project until the goal is reached (changes fail because projects tend to be abandoned too early).

**Emotions. Process. The Power of Resistance.** The process that implies moving from **resistance to acceptance** involves a series of intermediate stages which appear as:

- **Denial** of what is taking place.
- **Opposition** expressed in the inner circles.
- **Attachment** to the letter and not to the spirit of the change.
- Premeditated **slowness** in the performance of the activities, or in the production of the intended

results.

- **Indifference** and apathy.
- Constant **complaints** intended to disrupt.
- **Judging** and raising objections at early stages, before having all the information.
- **Uncertainty**.
- **Requests** for transfers and resignations.

**Resistance** is a natural response to change which is always present and manifests itself in different manners; however, like anything else, it just needs to be managed<sup>13</sup>.

However, they may also respond to a series of attitudes generating more anxiety, which are expressed in resistance, and the implications of change, such as:

- **A feeling of imposition.**
- **Confusing definitions** and scarcity of available information
- **Custom**
- **Fear of losing power** or control, especially as to information systems; rupture of power structures, sharing of knowledge, threats to status, authority, control, decision-making or the employment.
- **Lack of leadership**, or incongruence between “statements” and “facts”.
- **Scepticism** owing to experiences of prior changes.
- **Doubts regarding the capacity to manage this change.**
- The leader is responsible for caring for the team.
- Teamwork amounts to a **plural vision** of the project, in which each sector is represented.
- Observe behaviours: Group resistance vs. lack of clarity. Apathy/ carelessness vs. tiredness.
- Change is less fearsome and its production tends to be simpler when all or the majority of elements at stake are known.
- Goals need to be set for the short, medium and long term.
- Celebrate each stage in the way towards the goals. And each stage, in turn, must be interpreted as a step towards the goal.
- Enjoy the process.

**MANAGING CHANGE MEANS MANAGING EMOTIONS, i.e. taking the emotional pulse of the organization in order to drive change.**

**Changing with people—rather than in spite of people— will strengthen the mechanisms of cohesion and shared work as a means of action that is complementary to others.**

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<sup>13</sup> Correa, Bibiana. Specialization in Management of Human Development – e-learning

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