

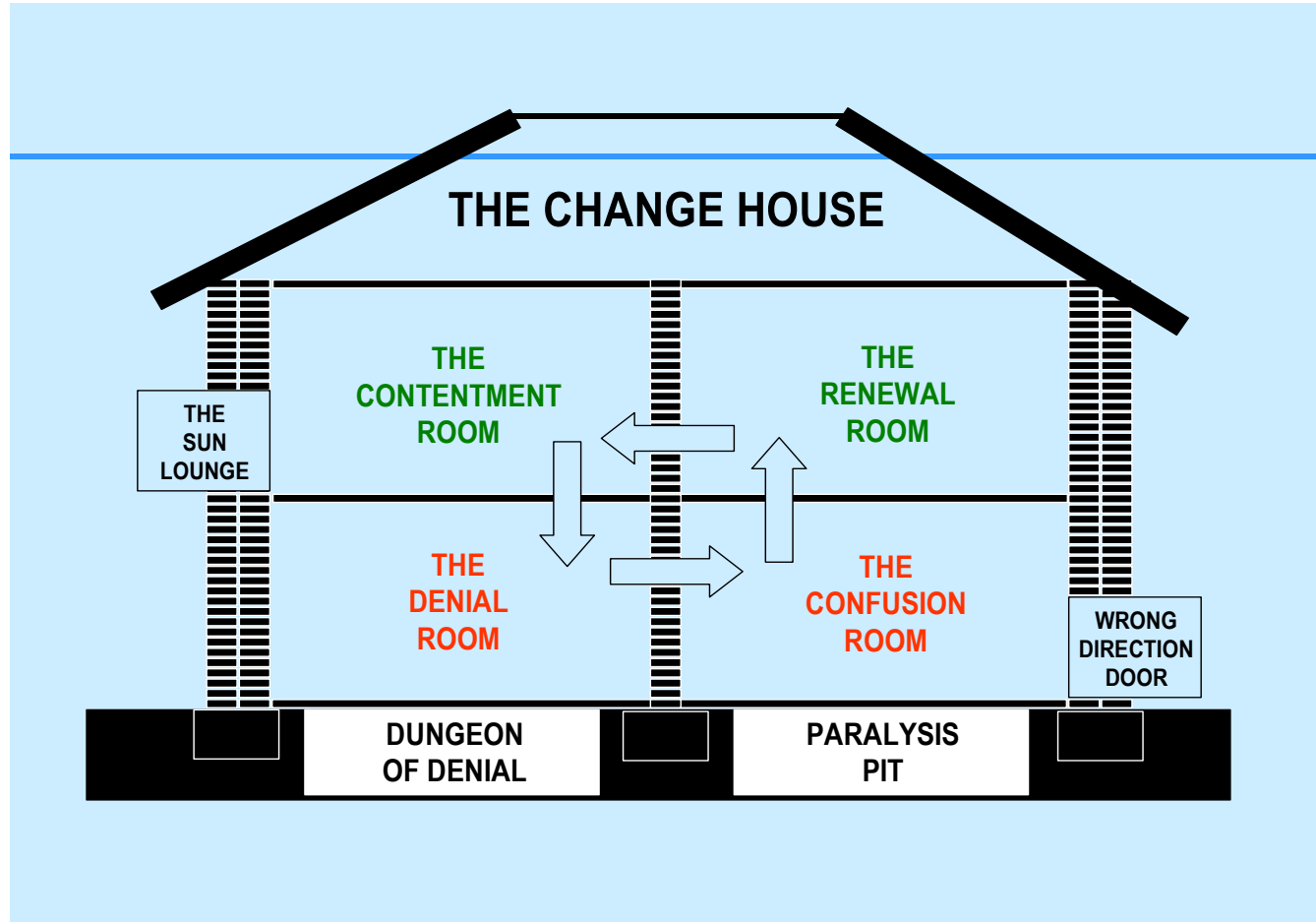
# Projects and change

Dr. Lina Kaminskiene

# How we react to change?

- Initially accept 10–15%
- Careful supporters 20%
- Fear for outcomes of the change – 40%
- The rest – denial and resistance

# Claes F. Janssen



*Nick Fry ir Peter Killing,  
Prentice Hall Canada,  
2000*

# Important change based on important needs

- **Your change has to create value**
- **Cases (Kaunas Purienai School)**
- **Where is a real problem and a need for change?**
- **<http://www.youtube.com/watch?v=tDrmFolx2WC>**
- **Which steps in change implementation can you identify in this story?**

# Create a vision for change

- **Needs**
- **Approach**
- **Benefits**
- **Competition**

# From Kurt Lewin to Drucker (2004) and Kotter (2005)

## Unfreeze

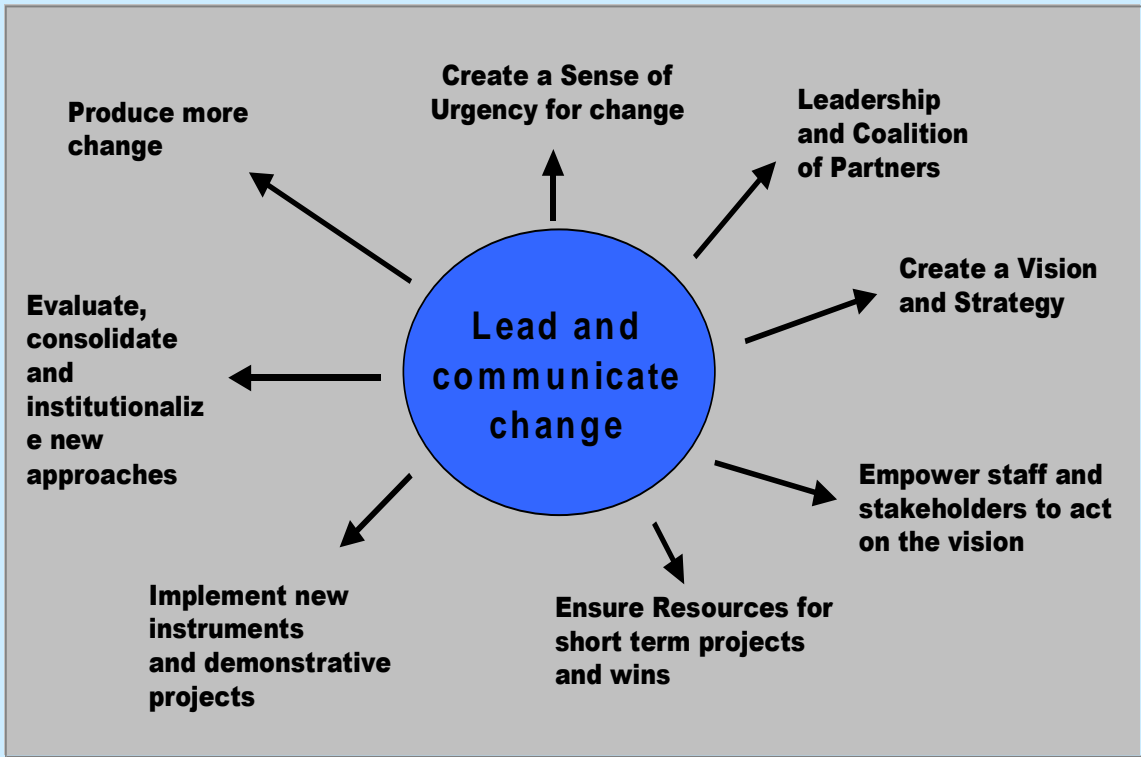
- Studies and surveys (needs, problems, etc.)
- Diagnose the situation
- Presentation of the change idea and discussion
- Sessions of psychological
- Roles analysis
- Stakeholders' analysis

## Change

- Training of involved staff (if needed)
- Organisation of working groups
- Solving problems
- Implementation of solutions
- Clear distribution of tasks for your staff (who is responsible for what)
- Success criteria

## Freeze

- Full understanding of change outcome
- Institutionalization of change
- Training of all staff
- Promotion system development
- Monitoring of change process (feedback, analysis, corrections, etc.)
- Assessing the value of the change



# ADKAR (Jeff Hiatt, 2003)

- **A** – awareness
- D** – desire
- K** – knowledge
- A** – ability
- R** – reinforcement