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STAIRS

# Change Management – besides Tools, it demands caring for People

International Webinar

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**UNIVERSIDADE LUSÓFONA**  
de Humanidades e Tecnologias



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## Ana Paula Silva



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### Biographical Note

Ana Paula Silva holds a PhD in History and Philosophy of Sciences (2008), Universidade Nova de Lisboa, she is qualified in Sciences of Education by the Open University (1992). She is a teacher trainer certified by CCFCP (1998) in areas such as educational innovation and action research and a docent at the Institute of Education/Universidade Lusófona de Humanidades e Tecnologias.

She was a High School Teacher (1987-2014) and started to teach in Higher Education (2009-2014) at ESE Almeida Garrett, where she directed the master's in sciences of education: School Administration, and Pedagogical Supervision



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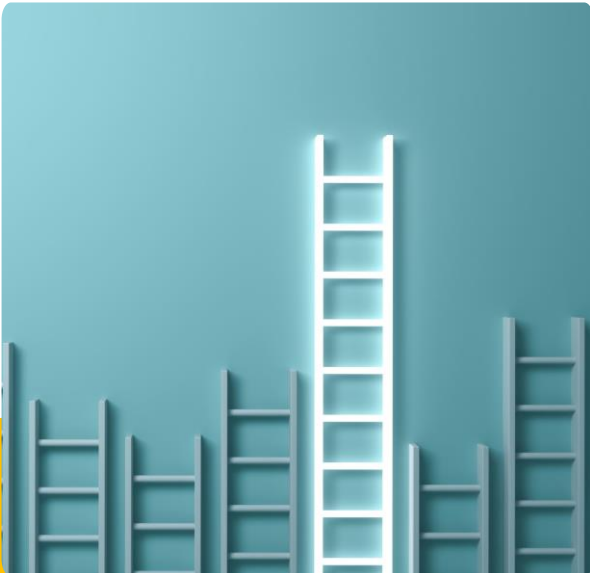
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Change Management – besides  
Tools, it demands caring for People

## Outlines

1. Change can be
2. Change as STAIRS envisaged it
3. Change in education for inclusion
4. Change in education
5. Change management process
6. Change management  $\neq$  Project management
7. Change management tools





## 2. Change can be

- Incremental

- easier to implement successfully.
- often based on the current state to improve the existing way of doing people's work.
- it typically involves fewer changes and affects a small number of people.

- Transformational

- involves a fundamentally new way of doing things.
- involves significant culture change and affects many people.
- i.e., people's values, beliefs, assumptions, and unwritten rules.
- shape people's behaviours and mindset as well as their performance.

(Nauheimer, 2005).



## 2. Change as STAIRS envisaged it in National Adaptation Plans





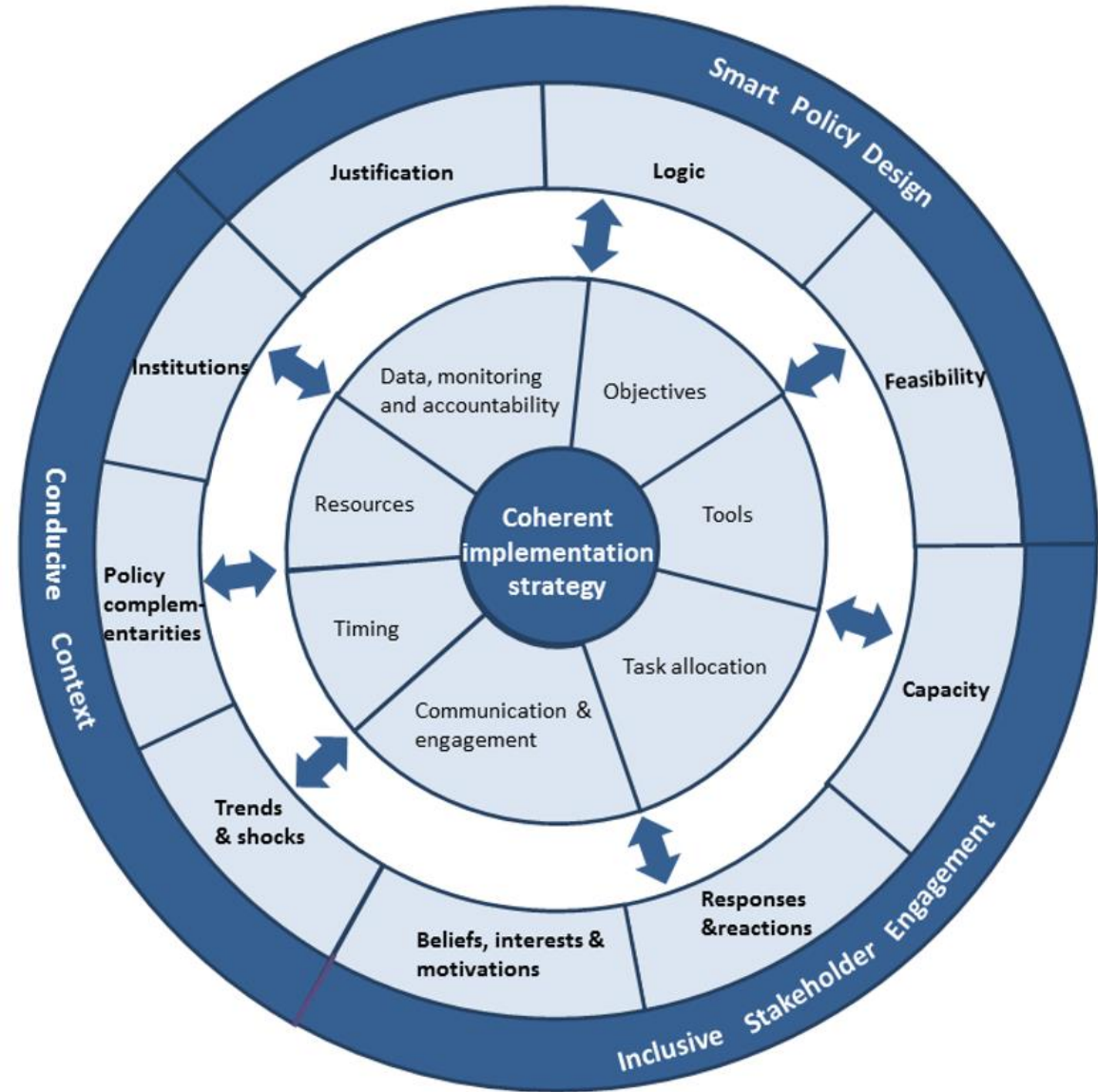
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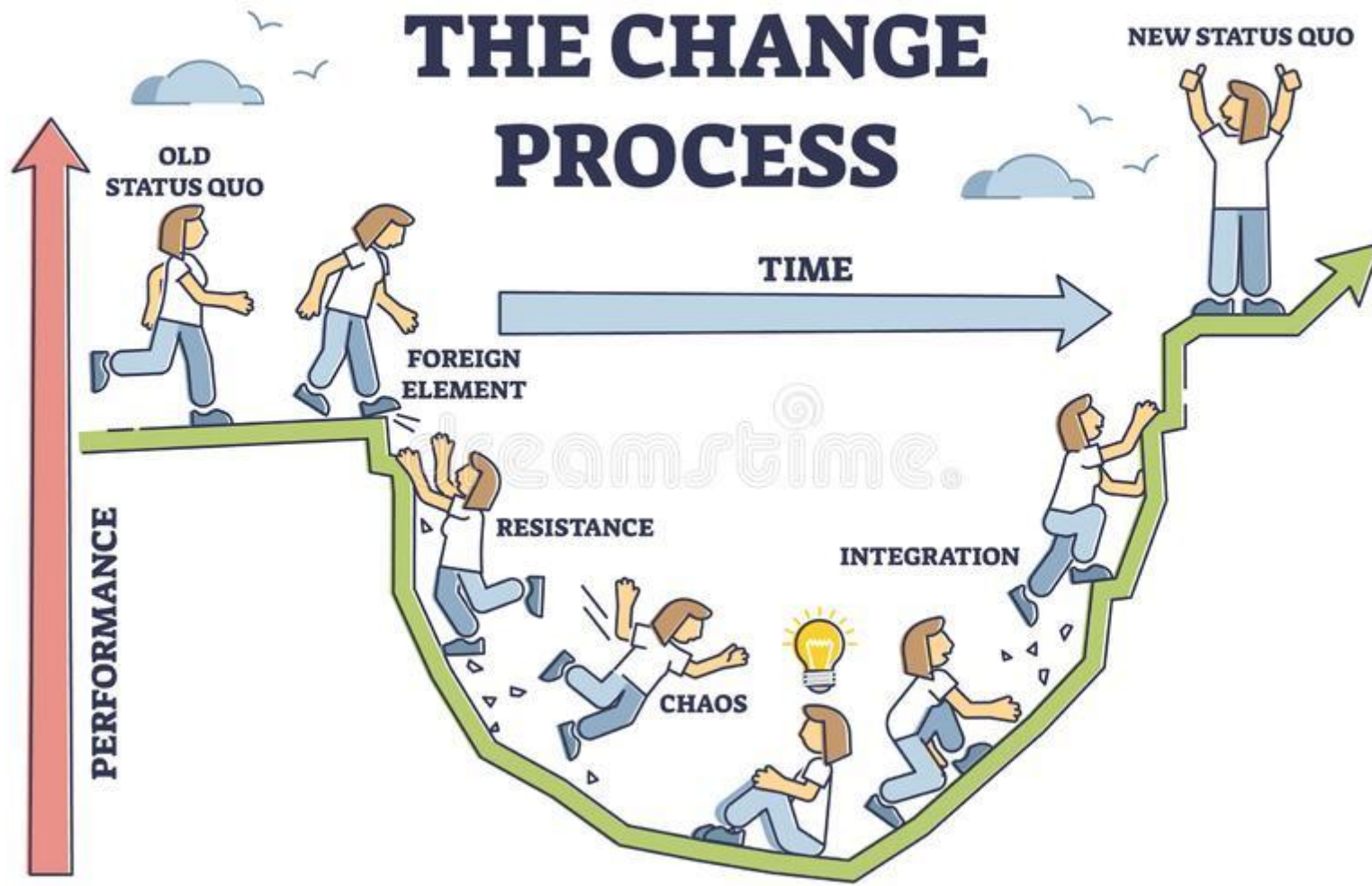
### 3. Change in education for inclusion



# 4. Change in education



Viennet & Pont (2017)



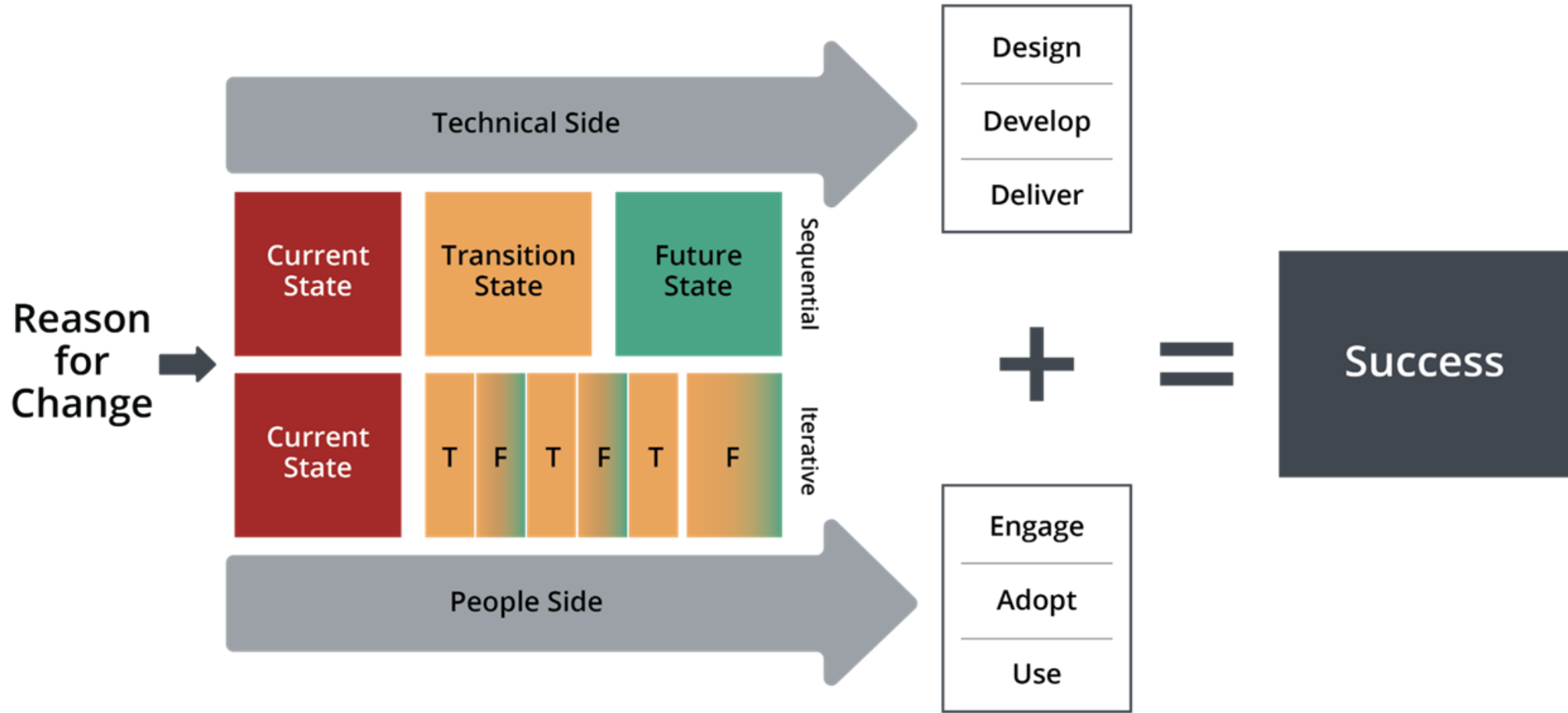
## 5. Change process



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# 6. Change management ≠ Project management



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# 7. Change management tools

#1. Soft System Methodology	• precondition to adress change in education
#2. Communication Plan	• for all responsible to present change
#3. Empathy Map	• for all to be involved in the implementation of change
#4. Policy feasibility	• for policy makers
#5. Project Plan	• for leaders and project plan work teams
#6. Readiness for Change Assessment	• for all involved in the change process
#7. Behaviour Change Plan	• for leaders and managers of change
#8. Manage Personal Transitions	• for leaders and managers of change
#9. Feedback Strategies	• for leaders and managers of change
#10. Success Metrics	• for leaders and managers of change



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