ANNUAL MEETING OF CIVVIH ICOMOS 2015
and THE SCIENTIFIC SYMPOSIUM

HERITAGE, DRIVER OF HISTORIC TOWNS, CITIES AND URBAN AREAS SUSTAINABLE DEVELOPMENT

Alicia Leonor Cahn Behrend

THE MANAGEMENT OF CHANGE
From Rejection To Acceptance
### Five Key Issues or Business Lines

<table>
<thead>
<tr>
<th>Business Line</th>
<th>Key Issues</th>
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</thead>
<tbody>
<tr>
<td>City management, governance, finance</td>
<td>Accountability, Integrity, Transparency, Property rights, Land labour markets, City-wide nation-wide public-private sector living working conditions</td>
</tr>
<tr>
<td>Urban poverty</td>
<td>Property rights, Land labour markets, City-wide nation-wide public-private sector living working conditions</td>
</tr>
<tr>
<td>Cities and economic growth</td>
<td>Ensuring competitiveness, stable levels of employment, income investment, urban areas to new uses</td>
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<tr>
<td>City planning, land, and housing</td>
<td>Ensuring competitiveness, stable levels of employment, income investment, urban areas to new uses, challenges planning for markets, public land management housing finance, regulate urban spatial structures, land use, density, urban form, relieve pressure on the limited availability of urban land, anticipate future urban growth</td>
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<tr>
<td>Urban environment, climate change, and disaster management</td>
<td>Urban form and design, efficiency, proximity of facilities, access to services, reduce energy, use greenhouse-gas emissions</td>
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</tbody>
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### How to Integrate the Urban Heritage Conservation and Its People in This New Urban Framework?

Strategy. General framework of the problems of urban management

Five Business Lines

It was elaborated from Bandarin, F. Van Oers (2012: 114-115)
comprehensive market

management
business opportunity

heritage
conservation

urban management

company
ADKAR MODEL

Awareness
Desire
Knowledge
Ability
Reinforcement

Strategies of Movement

A
Facing daily communication / leader Sponsorship
Leader Sponsorship / Resistance management
Training - instruction
Leader Sponsorship

D
K
A
R

Training - instruction
Leader Sponsorship

change management

the change itself

technical aspect

human aspect
→ impact
→ accompanying
→ communication
human a
The management of change.
From Rejection To Acceptance