

# Fem fundamentala synsätt på förändring de Caluwé & Vermaak (2004)



## Yellow-print thinking - a top-down approach and a political, stakeholder related process.

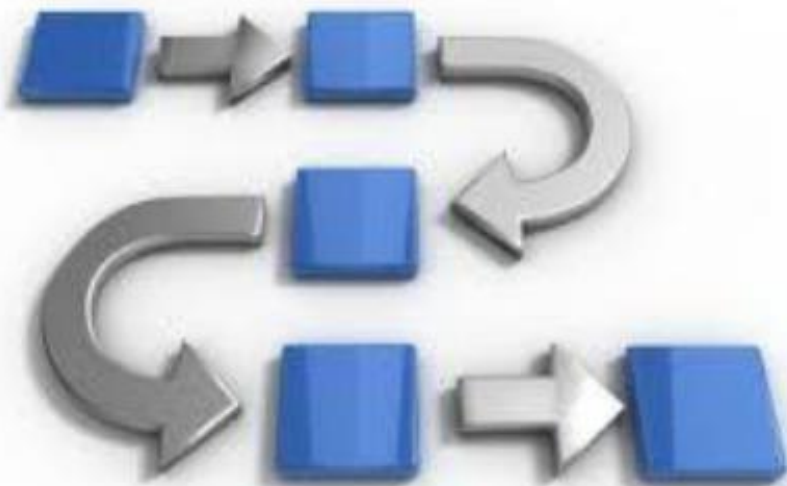
Main focus on different groups or individual actors and their interests, on negotiation, force or persuasion, and the importance of involvement of different groups of actors.



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**Blue-print thinking** – a top-down approach on change, and a rational, logical a-priori planned process.

Main focus on rational planning, clarification, the use of expertise and not letting target group interfere with main plans.



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**Red-print thinking** – a top-down approach on change, and an individual-focused process connected to needs and motivation.

Main focus on the individual, considering how to motivate people and fulfill individual needs, and how to communicate expectations, reward or punish individuals based on their behavior.



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**Green-print thinking** – a bottom-up/interactive approach on change, and a flexible learning process.

Main focus on the learning process, on interaction, involvement, participation, creating learning situations for groups and individuals who themselves own the learning process, providing support, sense-making, and a mutual learning process between change agents and target groups.



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**White-print thinking** - a bottom-up approach on change and an emergent self-organized process.

Main focus on self-organized emergent learning without a clear plan or process based on natural needs of groups and individuals, a process that cannot be controlled.



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# Dialog:

- Vad är dina egna antaganden om hur förändring sker?
- Vad beror de på?
- Varför är det viktigt att få syn på dem?



Top-down  
Förhandlande  
mellan olika  
grupper



Top-down  
Logisk process



Top-down  
Individuella  
motiv



Bottom-up  
Lärprocess, ägs  
av gruppen



Bottom-up  
Självorganiseran  
de

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Verksamhetsutveckling inom vård och omsorg  
<https://skl.se/halsasjukvard/verksamhetsutveckling.14981.html>

Att leda utvecklingsarbete  
<https://skl.se/tjanster/kurserochkonferenser.609.html?q=Att+leda+utvecklingsarbeten&fdse-keywords=&eventStartDate=2019-03-08&eventEndDate=>