



THE FOUR ROOMS OF CHANGE

The Lean Management Barometer ©

Becoming a lean organization involves much more than eliminating defects and waste and continuously improving business processes. Lean is a business system focused on redesigning and managing processes to create value for customers. Lean means learning to see the organization from a process perspective, ensuring an efficient flow of work through that process and aligning the rate of that workflow to customer demand. To achieve this ideal state where work is conducted 'just in time' requires a change in thinking and behaviour from employees and managers; a lean mindset if you like. Training, coaching and mentoring can help people to learn the lean principles, practices and tools that they will need to create customer value but many organizations still struggle to create the lean mindset or culture that they need to ensure continuous performance improvement.

The Lean Management Barometer© has been designed to help organizations identify the blockages they are experiencing relating to lean thinking and behaviours, promote dialog in the area and identify action that can be taken. It is a customized application of the Organizational Barometer and derived from the theory of The Four Rooms of Change® from Swedish psychologist, Claes Janssen which was developed based on research into individual and collective self-censorship and defence mechanisms. The Four Rooms of Change is a theory that deals with change, with what happens with people and organizations in change and transition and with how they can influence the change process. The four rooms - or psychological states of mind – are known as Contentment, Self-Censorship and Denial, Confusion and Conflict and Inspiration and Renewal.



The Lean Management Barometer is not simply a tool designed to support the implementation of lean manufacturing or lean production systems. Instead it is a dynamic real-time diagnosis of how people experience lean thinking and behaviour in any organization as well as their thinking around change and the need for change. Issues that relate to implementation of lean principles, practices, tools and the development of a lean mindset are identified and become the basis for group and organizational dialog and the creation of specific action plans. The barometer can therefore be used across a range of sectors; including manufacturing, government, healthcare, banking and education.

The Lean Management Barometer consists of 40 items and can be customized to fit your organization's own understanding and branding of lean processes, tools and thinking. The barometer was developed by lean experts Pieter Walker and Helena Borges in collaboration with Mike Cook from the Four Rooms of Change Group. For more information on the Four Rooms of Change® theory and other related diagnostic tools, please go to www.fourroomsofchange.com.au.

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