

Discovery Day with the Organizational Barometer

➤ Step 1 – An Introduction to the Four Rooms of Change

We will kick off the workshop by exploring some of the dynamics of personal and organizational change by introducing The Four Rooms of Change® theory developed by Claes Janssen. In fact, rather than have the facilitator 'present' the theory, the group participates actively in the process and co-creates the theory through their own insights and experiences. The tool we use here is the '7 Questions' followed by process in which the four rooms are constructed using the language of the participants. This approach is significant as it ensures that resistance to the theory is essentially avoided and people can identify personally with the theory. The four rooms - or psychological states of mind – are then labelled Contentment, Denial, Confusion and Renewal and the facilitator briefly explains the boundaries and the doors, the movement through the rooms and the transitions from one room to the next. Finally the group may briefly explore how the theory of the Four Rooms of Change can apply in a broader system; so at the individual, the group and the organizational level.

➤ Step 2 – Completing the Organizational Barometer

In this session, each of the participants completes the 40 questions that make up the organizational barometer in terms of how they experience 'this group or organization'. It is important for us to get clear in advance the group that will be explored in the process and name it appropriately when we customize the instruments in advance of the workshop. Once each individual has completed the questionnaire, we then ask them to calculate their own score based on our instructions. Again this approach is highly significant; this is not a 'climate survey' that will be processed over several days or weeks with results which may or may not be acted upon or even communicated back to those who participated. [It is also important to note here that each individual is describing how they experience the group or the organization, not their own psychological state of mind – although individual tools are also available upon request.] Next all of the individual scores are collected on a flipchart or in an excel table and group can see the overall outcomes of the organizational barometer. Finally small groups may compare and contrast their own perceptions of the group with others at their table.

The small groups will then present their results in the plenum before after the next break.

➤ Step 3 – Group Dialog Process

In this session, we begin to take a look at what's behind the numbers. What has led us as individuals and as a group to respond to the Organizational Barometer in the way that we have? What do we perceive as significant in terms of limiting Contentment, Inspiration and Renewal in this group? What might be causing Denial, Self-Censorship, Confusion and Conflict? What steps can we now actively take to increase contentment and inspiration and reduce denial, self-censorship, confusion and conflict? [Again, it is important to note here that the research proves that is possible for a group – indeed highly beneficial – to focus on both of these things at the same time.] After some small group discussion, the proposed actions are then presented in the plenum before after the next break.

➤ Step 4 – Individual and Group Commitments + Action Planning

Finally the group develops some specific action plans and commits to some agreed behaviours. Here we generally encourage the participants to consider multiple perspectives: What do I commit to doing? What do we – as a small group – commit to doing? What requests do we have of other groups and stakeholders? What requests do we have of management? Ideally, the management group will have been represented throughout the process but if this workshop is one of a series of interventions run within your organization, this session can be concluded with an 'executive exchange' with senior executives that have joined the group for this final part of the process.

This group learning process with the organizational barometer is conducted over approximately 1 day. Experience indicates that it often works best when started on the afternoon or evening of Day 1 with the introduction to the Four Rooms of Change and then continued over Day 2.