

MANAGING CHANGE IN LEAN SERVICE ORGANIZATION

Agnė SEMAŠKIENĖ

Paper for the Master's degree

Quality Management Master's program

Vilnius University, Faculty of Economics, Management Department

Supervisor - aist. D. Ruželė

Vilnius, 2016

SUMMARY

62 pages, 10 charts, 8 pictures, 31 references.

The main purpose of this master thesis is to create a model of change management in Lean service organization.

The paper consist of four main parts: (1) the analysis of literature about Lean implementation in service sector organizations, (2) the analysis of literature about change management and managing change in Lean service organizations, (3) the model of change management in Lean service organization based on literature analysis and (4) the research and its results use in model improvement, conclusions and recommendations.

Literature analysis revealed that although the Lean system was created in the manufacturing sector, its basic principles and way of thinking can be transferred to service organizations. Implementation of Lean in service organization causes a big change, so it is very important to be aware of and understand how the changes will affect the organization.

The model of change management in Lean service organization was created according to Allway and Corbett (2002) *5 phases of transformation to Lean service organization* and Kotter *8 steps that lead to the successful implementation of changes in transformation process* improved by Cameron and Green (2012). This model reveals how change management can be integrated into the implementation of Lean in service organization.

The performed research revealed the new elements and change management steps that have not been involved in the proposed model. The model is different from previous studies because it reveals how to integrate Lean implementation in service organization and change management in every phase of Lean transformation. It could be applied to service

organizations that are implementing Lean. The model could help such organization to go smoothly through all the Lean transformation phases and to ensure that the changes will be controlled and managed.

Key words: Lean, Lean implementation, Lean management system, change management, Lean service organization.