



Facilitating Organizational Change in Law Enforcement Organizations

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Webinar objectives

- Explore what drives change
- Understand various types of change
- Explore what happens along the way to change
- Review “Change Best Practices”
- Examples from the field
- Q & A



“A great wind is blowing and that gives you either
imagination or a headache.”

-Catherine the Great

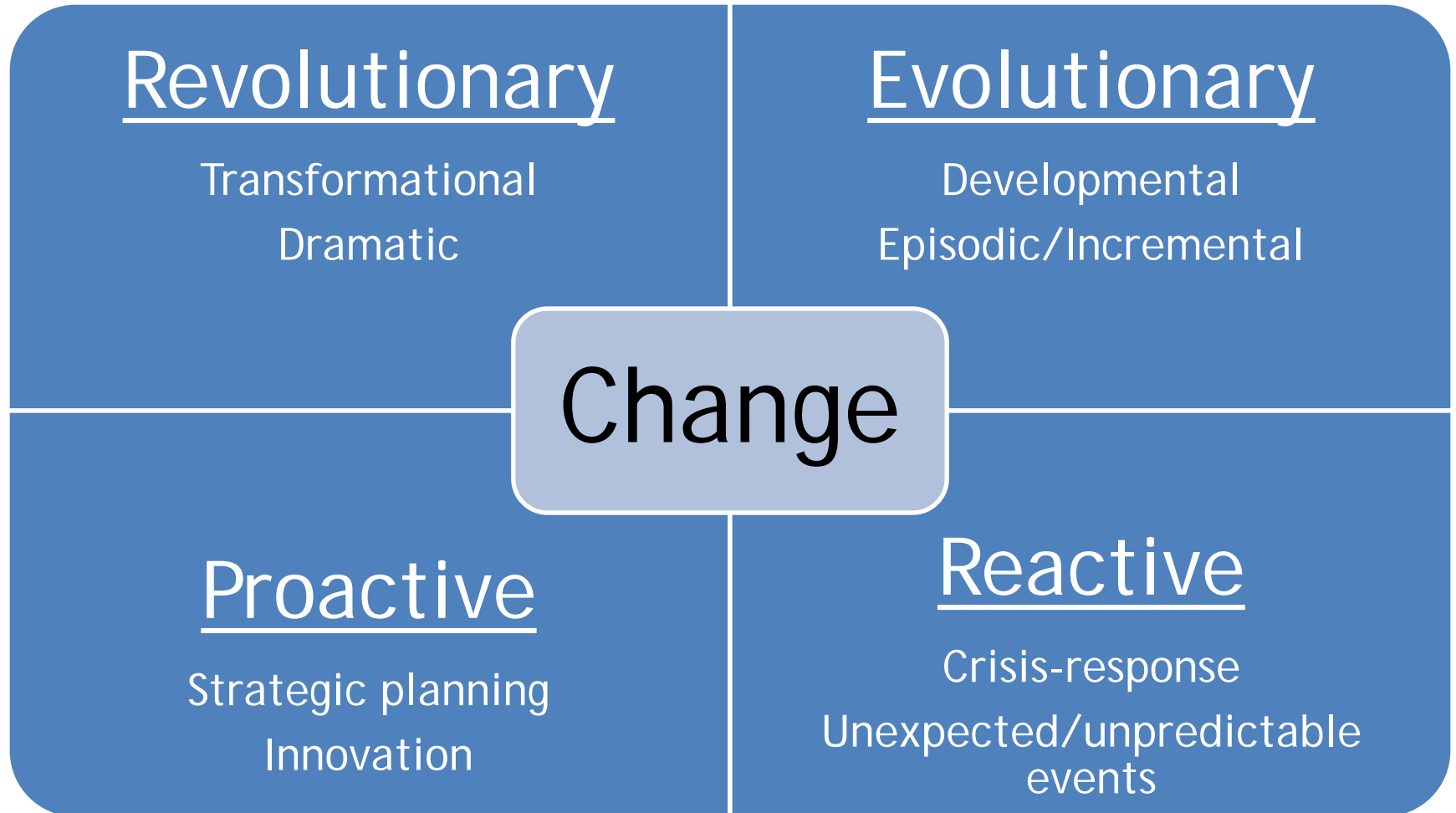
“There is nothing more difficult to take in hand,
more perilous to conduct, or more uncertain in its
success than to take the lead in the introduction
of a new order to things.”

-Niccolò Machiavelli

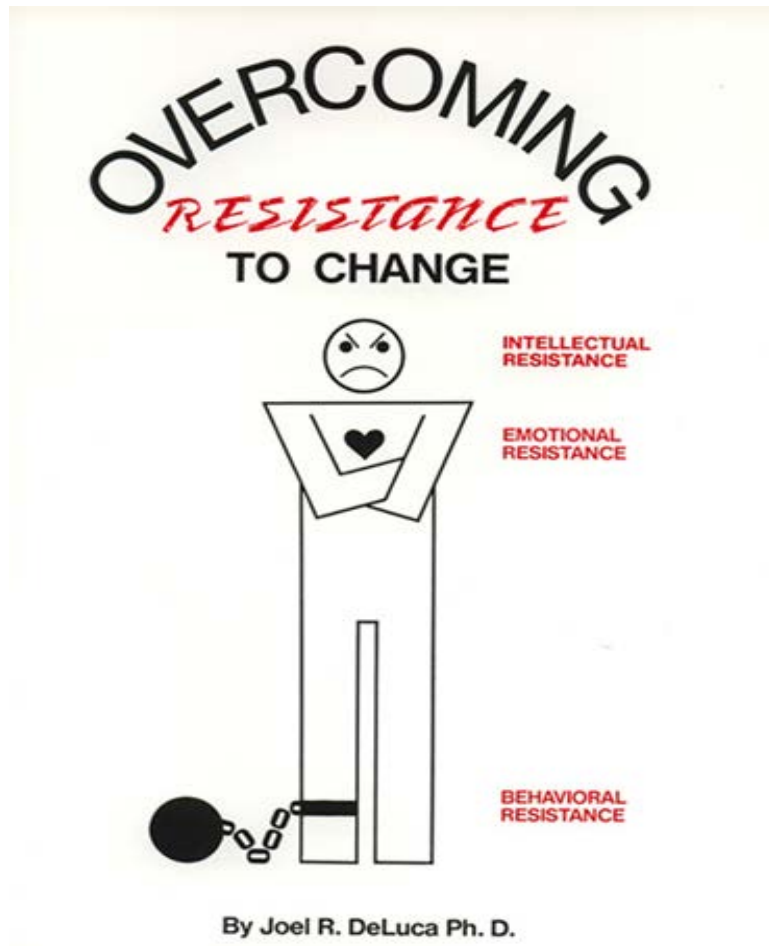
Why law enforcement agencies change?

- To use data to drive and evaluate decisions
- To adapt to a changing environment
- To shape or be a part of directing change, rather than adapting to change that someone else drives
- To collaborate
- To respond to pressures from stakeholders
- To use research to innovate or improve practice
- To move beyond status quo
- To shake things up!

There are different types of change



What should you expect during the change process?



- Inability (or unwillingness) to see benefits of change
- Desire to jump too quickly without planning or investing in process
- Defensiveness
- Morale drop
- Disengagement
- Miscommunication as process unfolds
- Work avoidance

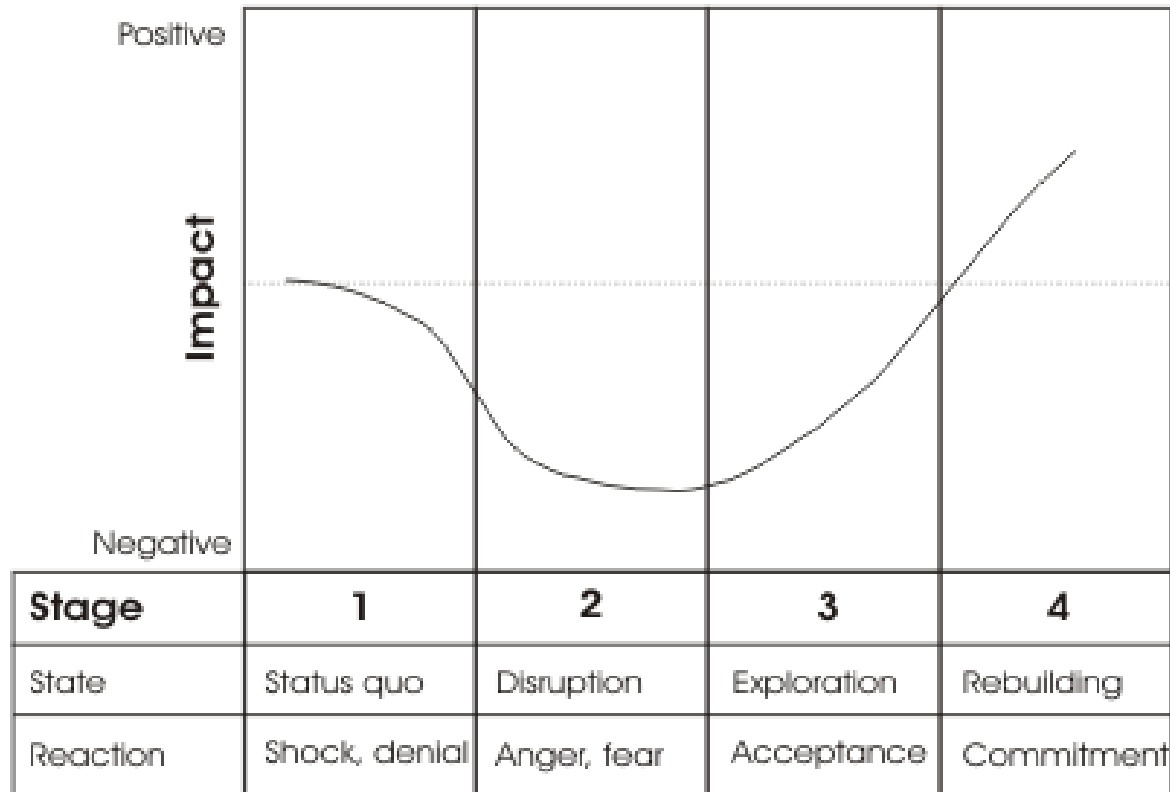
Change fails 60-70% of the time*

- Lack of knowledge or skills
- Competing commitments
- Don't understand what they don't know, or believe in

- Misalignment of values between individuals, organization and change
- Misperceive the nature of the threat
- Distress provoked by the problem and the changes it demands

The Change Curve*

Based on Elizabeth Kubler-Ross's Stages of Bereavement



*From <http://www.mindtools.com/>

Stop & Think

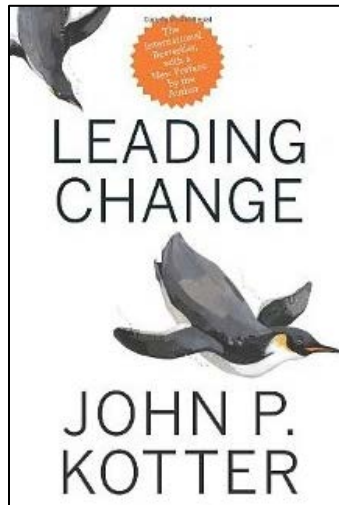


- What types of change are you engaging in?
- What factors influence and/or drive change in your agency?
- What impediments are you encountering during the change experience?

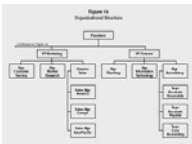



Setting a positive course for change

- There should be a good “fit” between the organization’s need for change and the change strategy
- Change facilitators should pay attention to intellectual, emotional and behavioral aspects of change
- Change requires an investment in “unfreezing-changing-freezing” policies and practices targeted for change
- Common attributes of most change processes are:
 - Proactive and thorough communication of change
 - Genuine engagement of relevant stakeholders

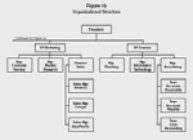



Kotter's Change Model (Kotter, 2000)



Framing Kotter's Change Model

Kotter Stage				
	Structural	Human Resource	Political	Cultural
Establish a sense of urgency	Assess how resources are used to address crime hot spots Scan & use data	Involve & solicit input from stakeholders to best understand problem	Network with & alert key actors (e.g. unions, officials, citizens)	Use data or victim accounts to tell a story about crime concentrations
Build a guiding team	Create a cross-functional working group to guide and reflect on strategy	Ensure various levels & skills are present (e.g. crime analysts, officers)	Stack team with key actors from across the organization	Put leaders on team or have as champions Promote collaboration
Create an uplifting vision	Map out process and strategies to achieve goals of interest	Involve stakeholders in planning and goal setting	Identify interests, and promote vision and strategy	Use past successes and collaborations to promote strategy

Framing Kotter's Change Model

Kotter Stage	 Structural	 Human Resource	 Political	 Symbolic or Cultural
Communicate the vision	Review structures to support vision (hot spots policing)	Guiding team meets and communicates, seeks input, support	Increase awareness Build alliances through ongoing communication	Kickoff activities, Visible leadership to promote efforts
Empower others to act	Change old structures that impede hot spot policing	Provide training, support, Promote innovation	Ongoing communication with key stakeholders	Communicate values in new ways Reward risk taking
Early wins	Celebrate short-term victories (e.g. positive officer or community feedback)	Involve organizational actors early and often, celebrate contributions	Recognize supporters and push others to garner support	Celebrate early progress and achievements

Framing Kotter's Change Model





Kotter Stage	 Structural	 Human Resource	 Political	 Symbolic or Cultural
Consolidate improvements	Change systems that that don't match vision of hot spots policing	Keep people on plan, engaged in feedback and learning	Work with key actors to hire, promote & develop those that can implement the vision	Promote new vision and strategy to reinforce organizational legitimacy
Institutionalize new approaches	Align structure to new approach and expectations	Broad involvement in institutionalizing new culture Reward high performers	Use team to show impact of new approach	Celebrate improved policies & practices Share stories

Table adapted from "Reframing Organizations", Lee G. Bolman and Terrence E. Deal, (<http://www.leebolman.com>).

SPI Site Experiences

Insights from.....

- Boston, MA
- Columbia, SC
- Lowell, MA
- Michigan State Police

Stop & Think



- What additional experiences with organizational change can we learn from?
- What organizational change challenges are you still facing?
- What organizational change practices have worked for you?

Wrapping up...

- Focus on change processes and the creation of enabling conditions (engagement, communication, structural or human resource adjustments)
- Need leadership commitment
- Engage, communicate and reflect to ensure change process legitimacy and sustainability

Additional Resources

- Kotter International, 8-Step Process for Leading Change
<http://www.kotterinternational.com/our-principles/changesteps/changesteps>
- Brandeis University's Relational Coordination Research Collaborative
<http://rcrc.brandeis.edu/about-rc/model.html>
- Change Leader's Network
<http://changeleadersnetwork.com/free-resources>
- Free Management Library
<http://managementhelp.org/organizationalchange/index.htm>

Thank you!!!!

Questions? Comments? Ideas?

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