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

- **Revolutionary**
  - Transformational
  - Dramatic

- **Evolutionary**
  - Developmental
  - Episodic/Incremental

- **Proactive**
  - Strategic planning
  - Innovation

- **Reactive**
  - Crisis-response
  - Unexpected/unpredictable events
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

*IBM Global Study, 2008
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)

Image from http://gtwebmarque.com
## Framing Kotter’s Change Model

<table>
<thead>
<tr>
<th>Kotter Stage</th>
<th>Structural</th>
<th>Human Resource</th>
<th>Political</th>
<th>Cultural</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Establish a sense of urgency</strong></td>
<td>Assess how resources are used to address crime hot spots</td>
<td>Involve &amp; solicit input from stakeholders to best understand problem</td>
<td>Network with &amp; alert key actors (e.g. unions, officials, citizens)</td>
<td>Use data or victim accounts to tell a story about crime concentrations</td>
</tr>
<tr>
<td><strong>Build a guiding team</strong></td>
<td>Create a cross-functional working group to guide and reflect on strategy</td>
<td>Ensure various levels &amp; skills are present (e.g. crime analysts, officers)</td>
<td>Stack team with key actors from across the organization</td>
<td>Put leaders on team or have as champions Promote collaboration</td>
</tr>
<tr>
<td><strong>Create an uplifting vision</strong></td>
<td>Map out process and strategies to achieve goals of interest</td>
<td>Involve stakeholders in planning and goal setting</td>
<td>Identify interests, and promote vision and strategy</td>
<td>Use past successes and collaborations to promote strategy</td>
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<td>Communicate the vision</td>
<td>Review structures to support vision (hot spots policing)</td>
<td>Guiding team meets and communicates, seeks input, support</td>
<td>Increase awareness</td>
<td>Kickoff activities, Visible leadership to promote efforts</td>
</tr>
<tr>
<td>Empower others to act</td>
<td>Change old structures that impede hot spot policing</td>
<td>Provide training, support, Promote innovation</td>
<td>Ongoing communication with key stakeholders</td>
<td>Communicate values in new ways Reward risk taking</td>
</tr>
<tr>
<td>Early wins</td>
<td>Celebrate short-term victories (e.g. positive officer or community feedback)</td>
<td>Involve organizational actors early and often, celebrate contributions</td>
<td>Recognize supporters and push others to garner support</td>
<td>Celebrate early progress and achievements</td>
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<td>Consolidate improvements</td>
<td>Change systems that don’t match vision of hot spots policing</td>
<td>Keep people on plan, engaged in feedback and learning</td>
<td>Work with key actors to hire, promote &amp; develop those that can implement the vision</td>
<td>Promote new vision and strategy to reinforce organizational legitimacy</td>
</tr>
<tr>
<td>Institutionalize new approaches</td>
<td>Align structure to new approach and expectations</td>
<td>Broad involvement in institutionalizing new culture Reward high performers</td>
<td>Use team to show impact of new approach</td>
<td>Celebrate improved policies &amp; practices Share stories</td>
</tr>
</tbody>
</table>

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

- Brandeis University’s Relational Coordination Research Collaborative
  [http://rcrc.brandeis.edu/about-rc/model.html](http://rcrc.brandeis.edu/about-rc/model.html)

- Change Leader’s Network
  [http://changeleadersnetwork.com/free-resources](http://changeleadersnetwork.com/free-resources)

- Free Management Library
  [http://managementhelp.org/organizationalchange/index.htm](http://managementhelp.org/organizationalchange/index.htm)
Thank you!!!!

Questions? Comments? Ideas?
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