

Leading Substantive Change: Experiences in policing

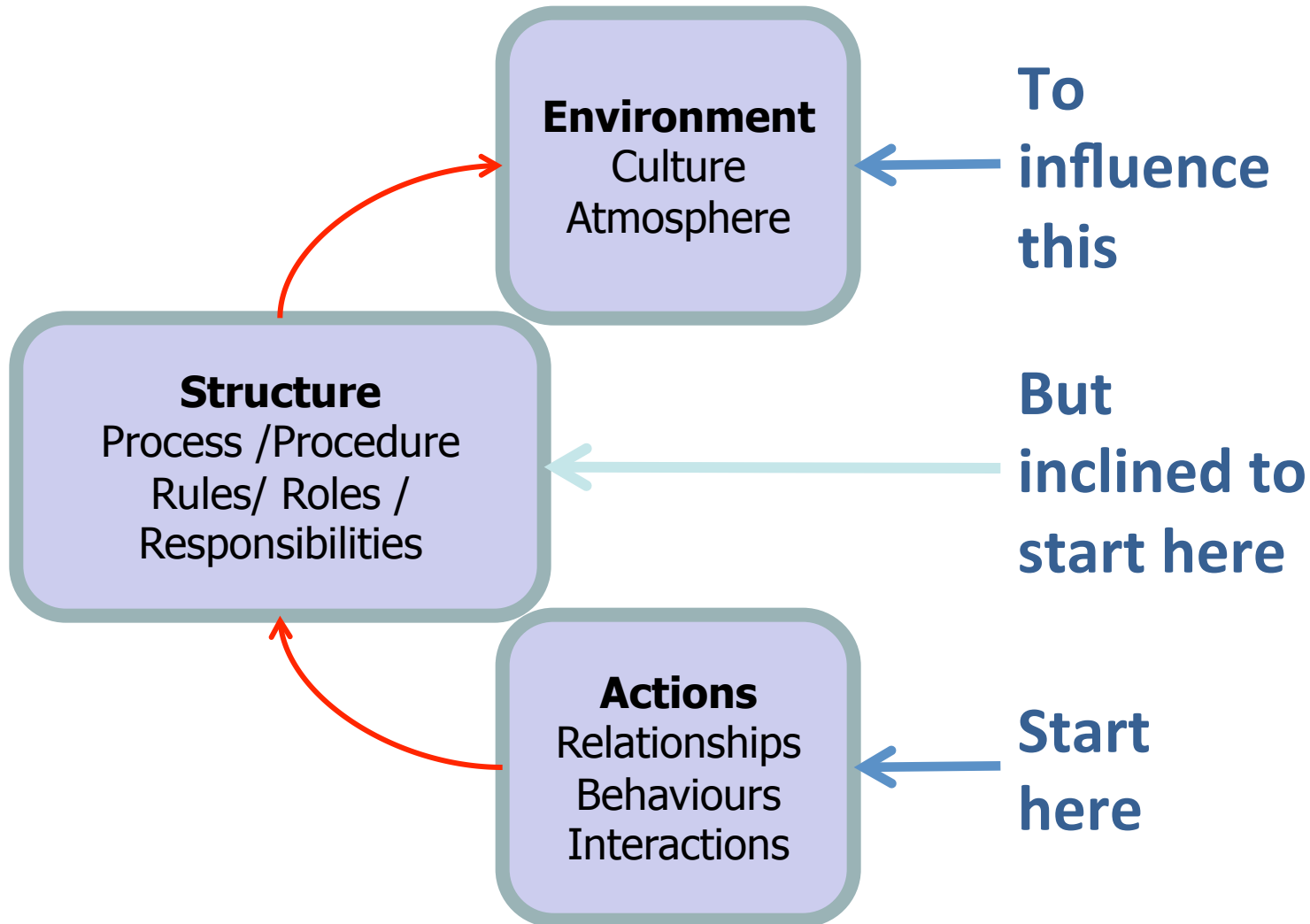
Dr Peter Langmead-Jones
Dr Claire Radley

9th December 2014

Introduction

- What's the problem?
- Introduce you to some approaches we've used
 - *Quantitative and qualitative*
- Talking as practitioners
 - *What's it like?... When it goes well, and not so well...*
- The conclusions and lessons we've drawn from doing this

The approach



Why would we pay attention to this?

OR PLJ

...because most change fails:

- Interventions are designed to solve the wrong problem
- Change is often seen as applying to only structures and processes
- Structural and process changes are not usually effective at dealing with complex situations such as behavioural issues
- Organisations often favour structural and process change because it fits with how the organisation is perceived
- Structural and process change creates an illusion of change, but a real organisational shift requires a change in behaviour at all levels within the organisation.

Beer, M. & Nohria, N. (2000); Hartley, J. (2002); Choi, M. (2011)

And in policing...?

- Transforming services has become synonymous with transformational change
- By not talking about this, we're missing some crucial points:
 - Police culture tends to focus on task and process... speed is of the essence, little or no reflection, success is in having done 'something'
 - If it wasn't invented here – if you look internally you will only ever see your organisation being another version of itself
 - Leadership: It's easy to blame new operating model, partners, increased demand etc., but in reality we don't have (many) leaders who can deal with the complexity that's required of them
 - Nothing will ever be the same again - shift from 'unfreeze-change-refreeze' model of change to continuous improvement

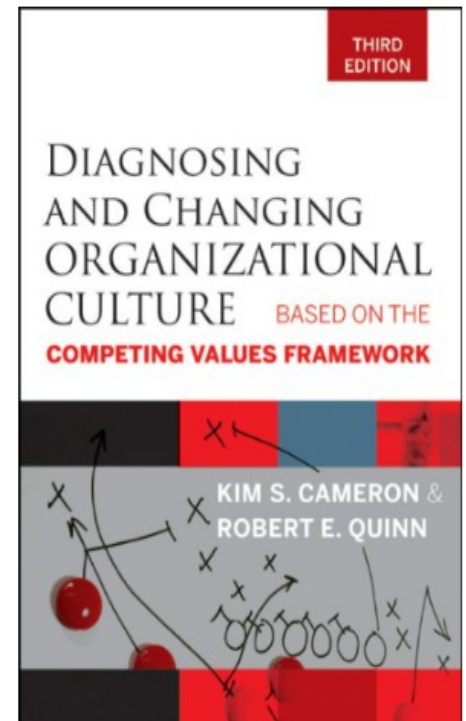
So what do we do about this?

- Begin by paying more attention to culture
 - *Behaviours, relationships and interactions*
 - *The way we do things around here when no-one is looking*
 - *Integrated with structure and process*

- With the culture or counter-culture?

Insight into culture

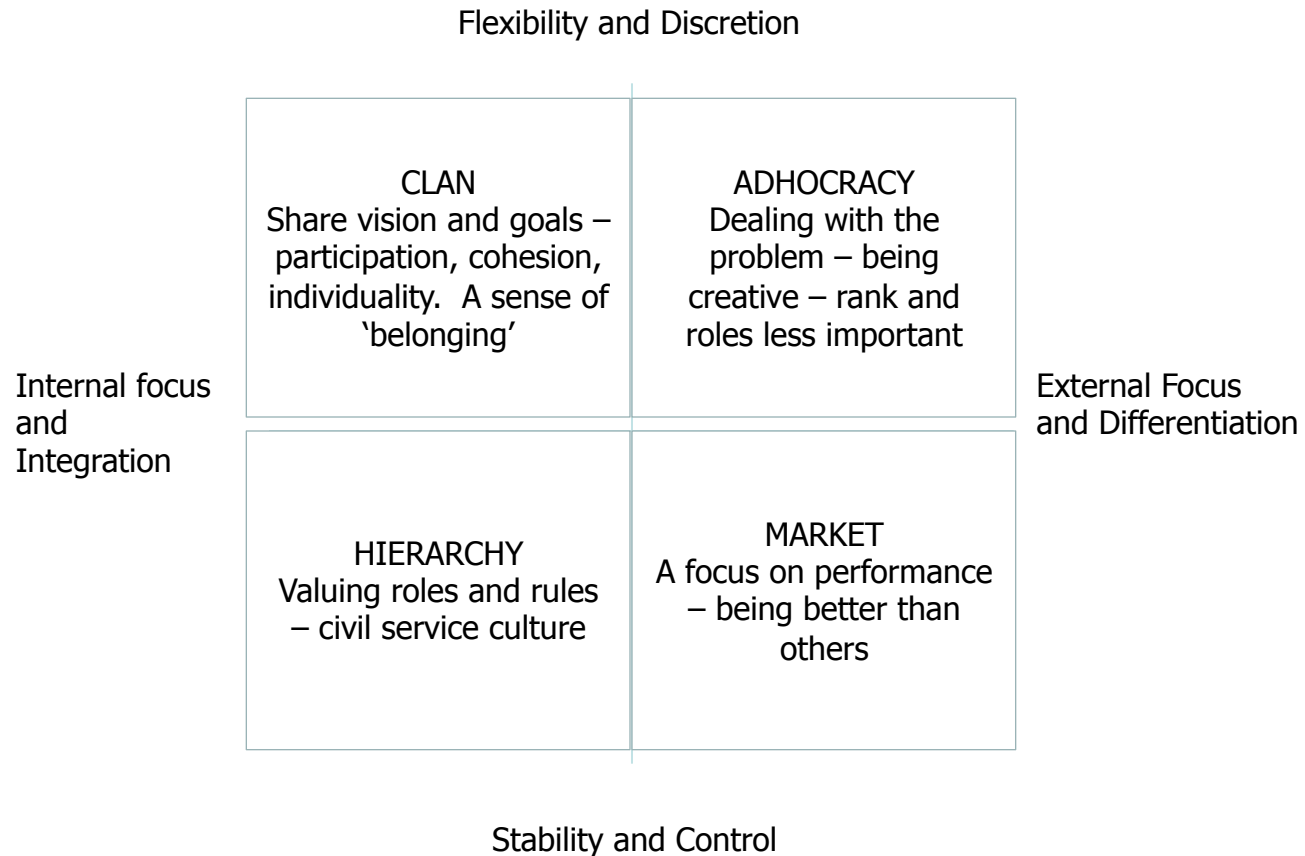
- Diagnosing and Changing Organisational Culture: Based on the Competing Values Framework, Cameron and Quinn, 2011
- ...tells us 'what is' and 'what could be'



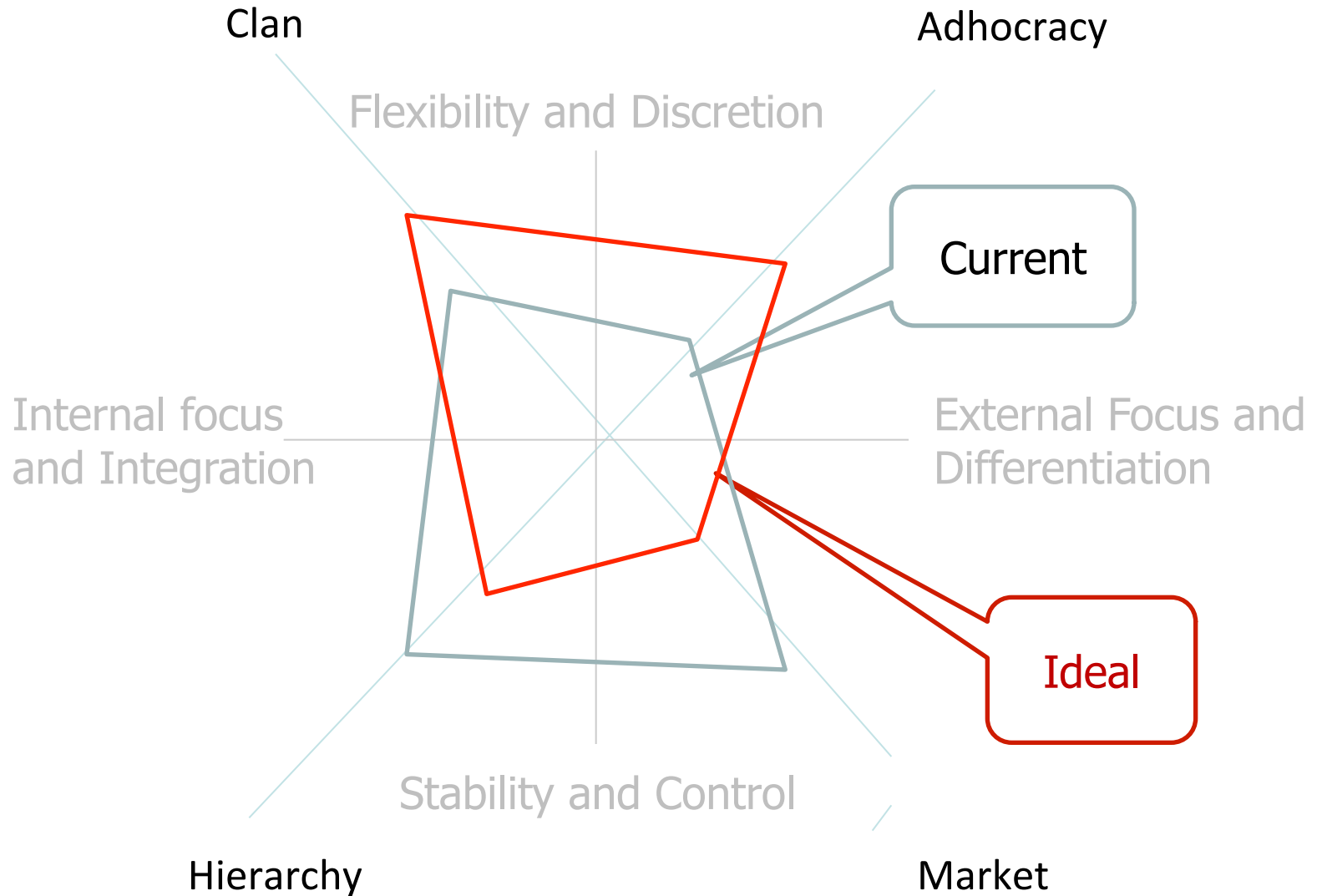
The Survey

- Six questions each with four options
 - *one option per dimension*
- Twice over – 'as is' and 'desired'

Dominant Culture Types

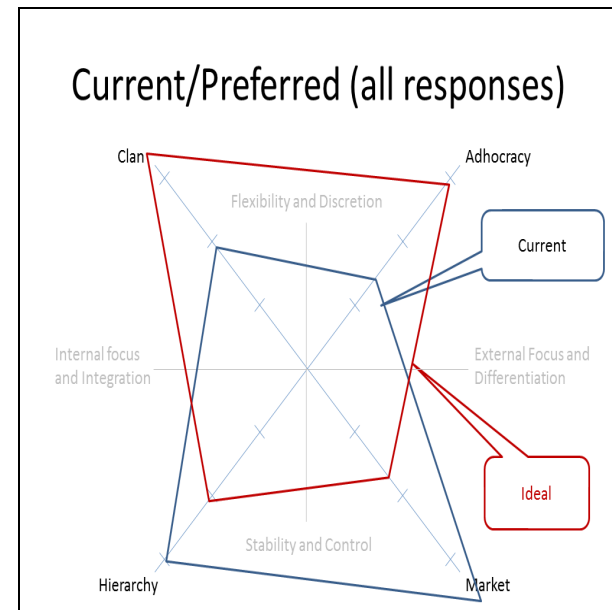


Current/Ideal



The Cultural Survey ...

- Tells us 'what is' and what 'could be'
 - *Less Market (Competition)*
 - *Less Hierarchy (Control)*
 - *More Clan (Collaboration)*
 - *More Adhocracy (Creativity)*



Decrease in Hierarchy Culture

- Means...

- *Fewer rules*
- *No unneeded reports*
- *Fewer corporate directives*
- *Ending micro-management*
- *Removing unnecessary constraints*
- *Pushing decision making down*
- *Delegation*

- Does Not Mean...

- *Loss of logical structure*
- *No guidance*
- *Elimination of accountability*
- *No measurement*
- *No planning*
- *Taking advantage*
- *Inmates running the asylum*

The Cultural Survey ...

- Prompts discovery
- Prompts participation
- Builds consensus
- Guides development

So where have we got to...?

- Survey / other quantitative assessments
 - *Tells us what is and what could be*
- Reliance on quantitative methods risks limiting the understanding and constraining solutions
 - *e.g. demand profiling needs to go beyond description*
- If we are to achieve true transformational change we need to identify, understand and work with behaviours too
- Behavioural assessments
 - *Tells us what to work on to get where we want to be*
 - *Give us a greater depth of understanding*

We need more...

- Much of what we do is tacit
- There's a whole world of behaviours that we take for granted and don't talk about
- Need to bring these to the surface so that we can work with this too (using a systematic methodology)
- We can all do this just by noticing and naming behaviours

Transformational whole system

Enacting emerging futures

FLOW
 Co-generate new 'rules' – how we want to be behaving in the future
 Boundaries collapse
 Really listening
 Generative dialogue

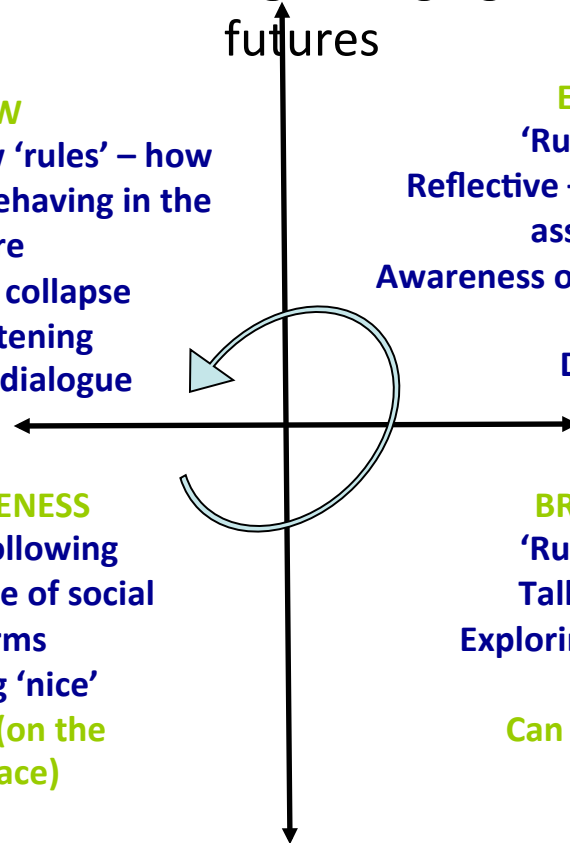
ENQUIRY
 'Rule' enquiry
 Reflective – self-enquiry into assumptions
 Awareness of how we impact on others
 Dialogue

POLITENESS
 'Rule' following
 Acceptance of social norms
 Talking 'nice'
 Stable (on the surface)

BREAKDOWN
 'Rule' revealing
 Talking "tough"
 Exploring the impact of the past
 Can feel unstable

The least authentic and open

Re-enacting problems of the past



What's this been like?

- We can't work with what we can't talk about ...
 - *Not everyone wants to talk about it*
 - *Raises some really tricky issues*
- Regression and resistance
 - *Poses a threat to core groups*
- Working with and counter-culture
 - *Not always easy to identify or agree the action*
- So why...?
 - *Because our organisational cultures will continue to 'trump' any other development / change activity*

To be able to do this...

Requires:

- Top cover...
- Back to the days of the court jester – the insights aren't always easy to hear
- This doesn't stop you from doing it on a smaller scale with your own teams

So in your own organisations, to what extent is the transactional conditioning hindering attempts at transformational change?

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