



**Transformational change:
Not for the faint-hearted**

Excellence in Policing Conference 2011

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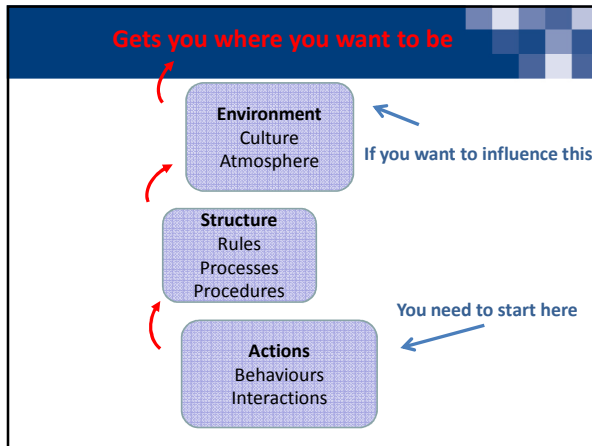
Transformational change - what does this mean?

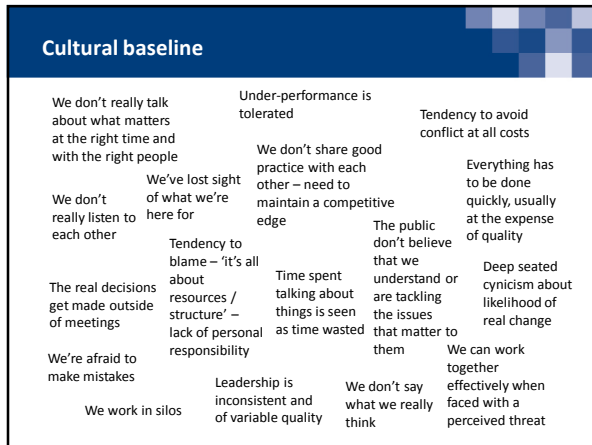
- A shift in the business culture of an organisation resulting from a change in the underlying strategy and processes that the organisation has used in the past (businessdictionary.com)
- Transformation is about organisational re-orientation (Jick & Peiperl, 2003) achieved through:
 - Transition within its employees and the modification of behaviour based on the internalisation of changes by people (Gouillart & Kelly, 1995)
 - Qualitatively different ways of perceiving, thinking and behaving (Grobler, 2003)
- So... it's about achieving change by transforming behaviour and relationships across the whole system

Why would we attend to this?

... because most change interventions fail:

- 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 the way in which they perceive the organisation
- 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.





The 'work to do'

Move from:	To:
Fear of consequences and repercussions of talking openly and candidly in the presence of senior managers	Actively creating and utilising opportunities for open, honest and authentic dialogue across the organisation
Divisions between sub-groups within the system that results in a lack of understanding, empathy and value being placed on difference	Managing, trusting and working well with difference
Not recognising or prioritising the importance or relevance of spending time actively working on relationships with each other and key stakeholders	Ongoing and active investment in relationships to ensure the effective functioning of the organisation
Surface politeness with undercurrent of covert opposition, criticism and cynicism e.g. saying one thing in the room and something quite different outside	Productive challenge, opposition and feedback
Filtering information to influence outcome	Talking with the right people about the 'real' issues at the right time
Tendency to respond to distractions	Consistent presence and engagement
Courteous compliance which serves the needs of the individual	Genuine commitment and service to meet the needs of the organisation and the public

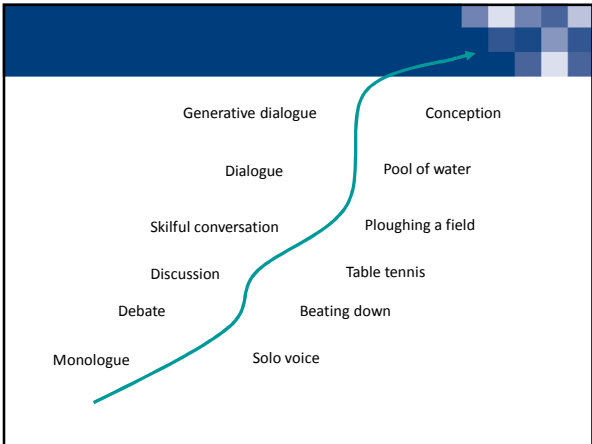
Courteous compliance & covert opposition

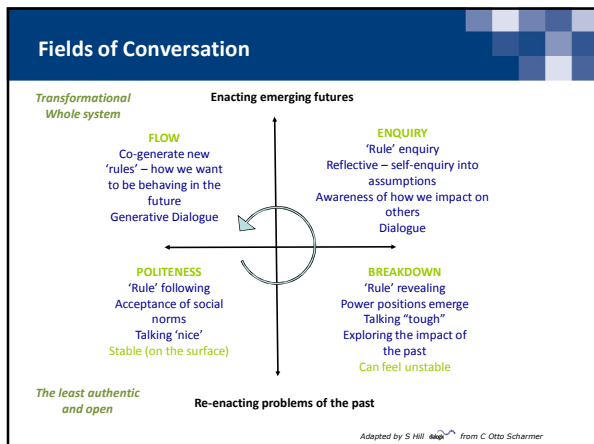
Description:
Someone sets a *direction*, and people publicly, overtly *support*. Underneath their outward *support*, people are actually skeptical of or have concerns about what is being proposed. However, there is very little, if any, open *opposition*. Out of the room, people are at best skeptical and, at worst, sabotage the initiative. All the while, the person who set the direction believes that they are supported by the team.

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The Story of the Operational Blueprint

- The review day...
 - The role of fear
 - Sense of personal responsibility to 'absorb' issues
 - Etc...
- The implications
 - Communication – all directions
 - Remember ... the wisdom is in the opposition
- What did we achieve?
 - New level of honesty, openness and understanding
 - Many, many insights into the impact of individual and collective behaviours





- ### The challenges...
- Deep roots
 - Regression
 - Integration
 - Structural trap
 - No 'neatness' to the work
 - Leadership
 - Pushback
 - 'Holding the tension'
 - Development of COG
 - Justification of investment
 - Reaping rewards
- So take a deep breath...**
