



**Fachhochschule**  
Polizei Brandenburg

# **Effective Change Management in the Police**

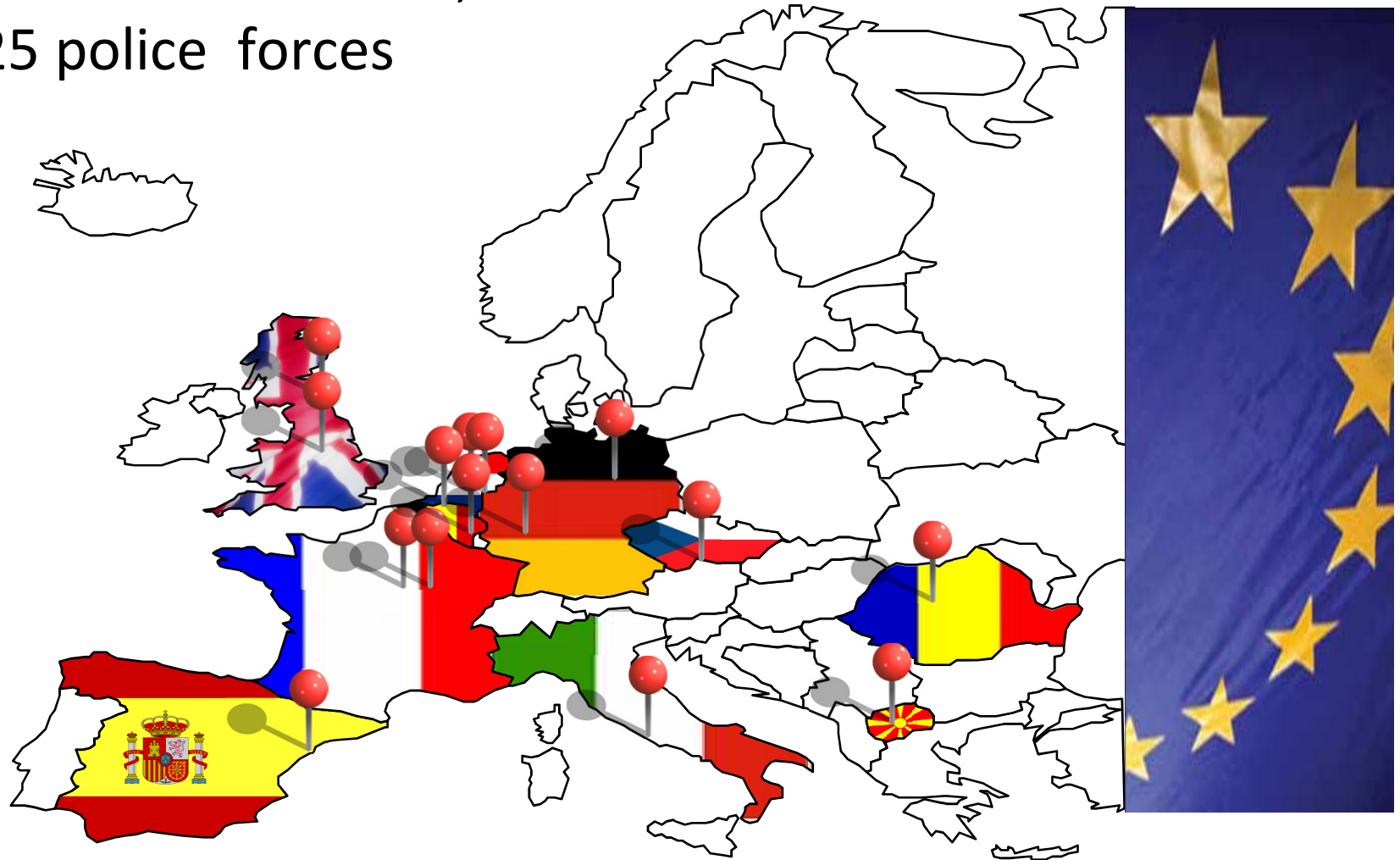
## **Insights From a European Research Project**

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# Comparative Police Studies in the EU

15 research institutes,  
10 different countries,  
25 police forces



# The consortium



Universiteit Utrecht



The University Of Sheffield.

# The Research Team

- Stefanie Giljohann
- Mario Gruschinske
- Nathalie Hirschmann
- Hartwig Pautz (2011-2012)
- Henriette Binder (2011)
- Susanne Stein-Müller (2011-2012)
- Jochen Christe-Zeyse

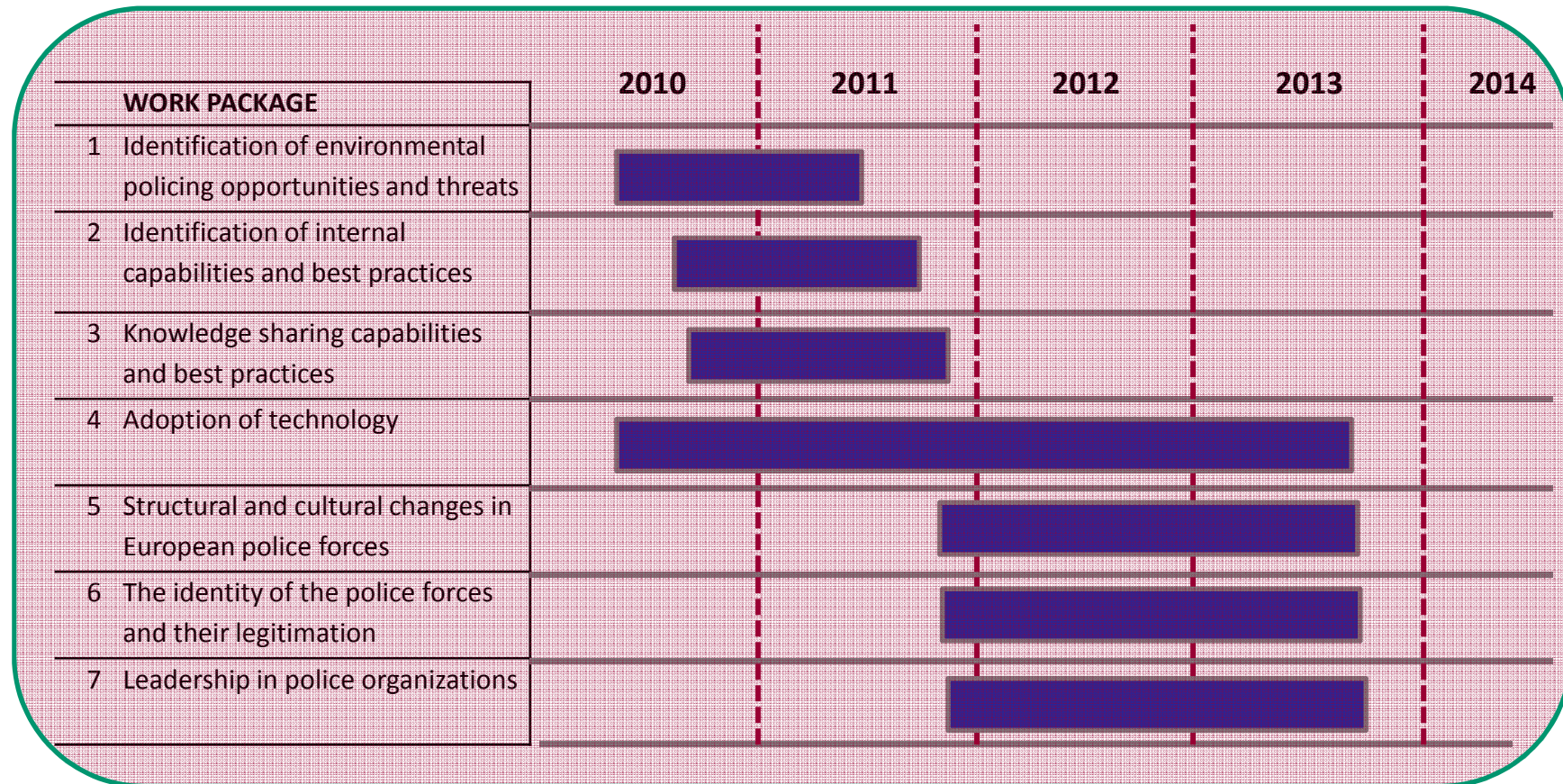
# Research Objectives

- Identify critical factors for change processes in police forces
- Describe relevant aspects of organizational culture and professional identity in European police forces
- Identify crucial trends that trigger change
- Make recommendations for change managers

# Theoretical background

- Pro change bias in the eighties and nineties
- Critical number of failed change processes in the police
- Population ecology as a new paradigm:  
Change as a risky business
- Certain change processes threaten legitimacy among internal and external stakeholders

# Work Packages





# What we looked into

- WP 1: What are the relevant issues on the change agenda in European police forces?
- WP 1: What are the policing challenges, the opportunities and threats?
- WP 1: What are the primary stakeholders (internal and external) of police forces?
- WP 2: What are the internal capabilities, strengths and weaknesses? Best practice?

# What we looked into

- WP 3: How is information distributed and communication organized?
- WP 4: How are social media used in European police forces?
- WP 5: What kind of change processes were implemented?
- WP 5: Which ones were successful and which ones not?

# What we looked into

- WP 5: What were the success factors?  
Which factors contributed to failure?
- WP 6: What kind of leadership was critical?
- WP 7: What constitutes the police officers' professional identity?
- WP 7: What could jeopardize commitment?

# Methodology

- Qualitative interviews
- Case studies
- Surveys

# Research Findings

- Organizational cultures and professional identities in the police are vastly different
- Different levels of inertia
- Success factors in change processes vary considerably

# Research Findings

- Successful change processes have several factors in common:
  - They are usually originated from within the police
  - The need for the change can be expressed in police terms
  - Good leadership is critical

# Conclusions

- Very often we try to change organizations although we hardly understand how they work
- Very often we dream of improving things by changing the organizational architecture
- Very often we touch upon cultural identities without being aware of it
- Very often we trigger resistance against change and don't know where it comes from

# Conclusions

- We often falsely assume that police cultures and practices are basically the same all over Europe
- We often try to improve things by looking for best practice without taking into account the cultural and organizational context



# Our website

 [www.composite-project.eu](http://www.composite-project.eu)

# Challenges

- Most European police organizations are subject to permanent change ⇒ the effects of a particular change process are hard to identify, because there are always several change processes going on at the same time

# Challenges

- Research methods developed in the private sector are of limited use in the police
- Critical statistical data and key performance indicators are hard to come by and often unreliable
- The political leadership is often reluctant to have politically difficult change processes evaluated scientifically

# Challenges

- On the top level, most police organizations are still ruled by two simple principles:  
Don't do anything that might question the impression of organizational rationality,  
and never let the chief look bad!